

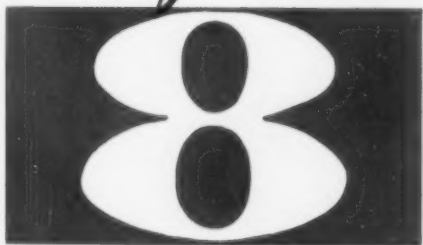
MAY, 1957

Sales Management

THE MAGAZINE OF MARKETING

5/53

University Microfilms,
313 N. 1st St.
Ann Arbor, Mich.



Major Threats to Your Health

...study them seriously. Promotion to a bigger
job may depend on your physical ability to
"take it."

Page 34

Is Communication Failure The Weakest Link In Management?

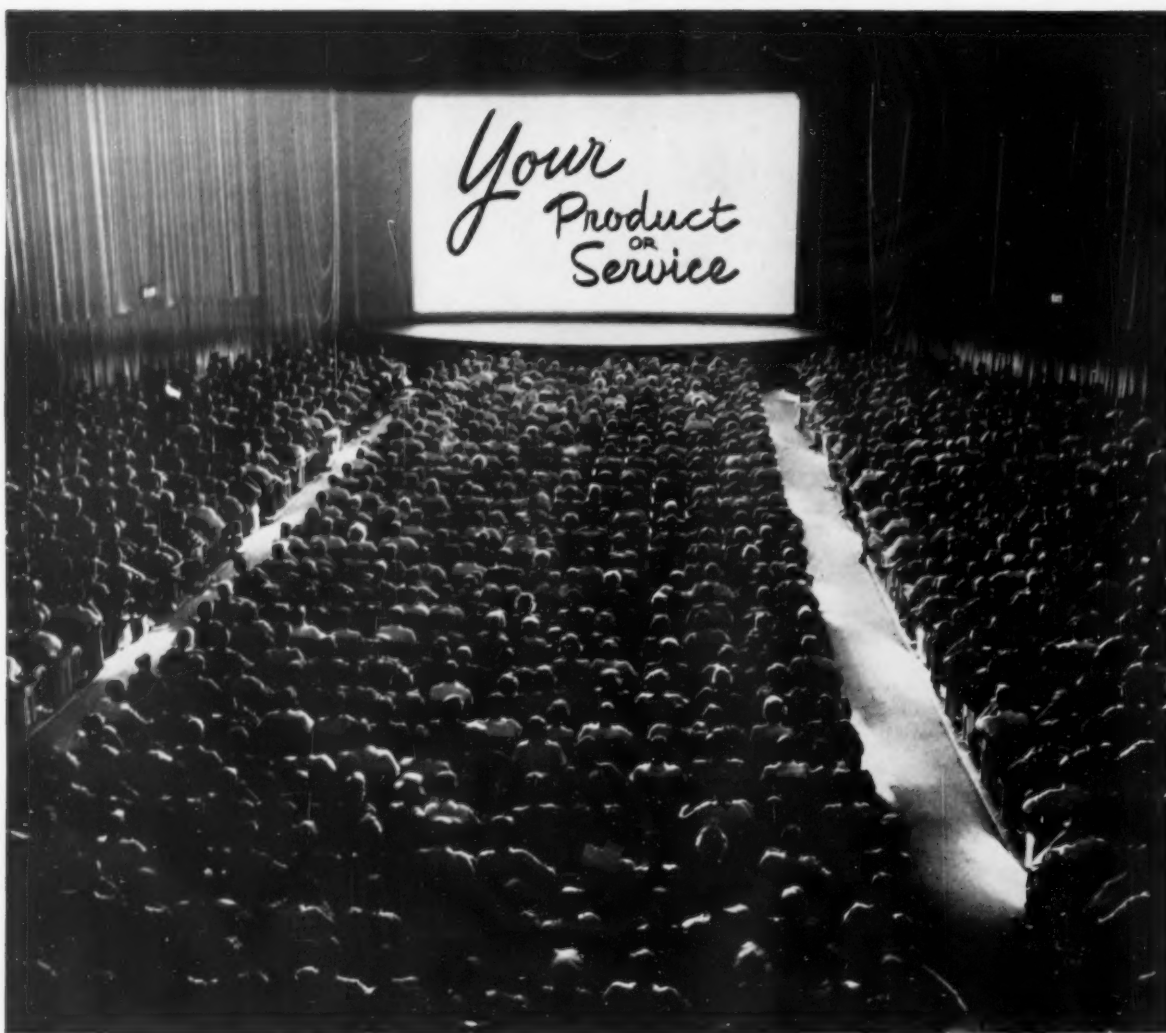
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Are More FTC Upsets on the Way?

Page 98

A BILL BROTHERS PUBLICATION

FIFTY CENTS



THIS CAN BE YOU . . . your product or your service

Here is your public — relaxed, receptive. It's movie-time, and time to get and hold the *undivided attention* of 120,000,000 eyes.

A motion picture is an investment. The payoff comes only when your message is seen and heard by the people it is intended to reach.

Jam Handy theatrical distribution provides nationwide coverage — a selective service, economical, rapid, effective, and complete. The cost is low.

The **JAM HANDY** *Organization*

MOTION PICTURES • SLIDEFILMS • DRAMATIZATIONS • VISUALIZATIONS • PRESENTATIONS • TRAINING ASSISTANCE

OFFICES

NEW YORK 19
1775 Broadway

HOLLYWOOD 28
1482 N. Ridgewood Pl.

DETROIT 11
2821 E. Grand Blvd.

DAYTON 2
318 Talbott Bldg.

CHICAGO 1
238 N. Michigan Ave.



the **VISCOUNT**

**EXPERIENCED
TRAVELERS
PREFER THE
JET-PROP
VISCOUNT**

BECAUSE THE VISCOUNT

is quieter and almost vibration-free—makes your trip really restful!

BECAUSE THE VISCOUNT

has four Rolls-Royce jet-prop engines—simplest, most dependable engines in commercial use today!

THE VISCOUNT

serves one of the world's busiest routes . . .

**NON-STOP
BETWEEN
NEW YORK
AND
CHICAGO**



Capital
AIRLINES

**Franchise-Paid
Circulation
Publications
Guarantee More
Profitable Results
Because They
Are Read by
Men Who Buy**



■ To Sell Over
40,000 Buyers
of Material
Handling
Equipment
Use

■ To Sell Over
98,000 Addition-
al Buyers
of Material
Handling
Equipment
Use

■ To Sell Over
21,000 Buyers of
Plant Safety
Equipment
Use

■ To Sell Over
23,000 Buyers
of Hydraulic,
Pneumatic and
Electrical Controls
Use

■ To Sell Over
102,000 Buyers
of Office
Equipment
Use

■ To Sell Over
36,000 Buyers
of Welding
Equipment,
Supplies &
Accessories
Use

■ To Sell Over
76,000 Addition-
al Buyers
of Welding
Equipment,
Supplies &
Accessories
Use

■ To Sell Over
25,000 Buyers
of Air Conditioning
& Refrigeration
Equipment
Use



Published By
The INDUSTRIAL PUBLISHING Corp.
812 HURON RD. • CLEVELAND 15, OHIO



Sales Management

THE MAGAZINE OF MARKETING

March 15, 1957

Vol. 78, No. 6

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

HIGHLIGHTS

A LETTER TO WIVES . . . ABOUT CALL GIRLS

So you have been reading the newspaper headline stories about madams and their call girls who are offered as special bait at conventions and sales meetings and you are wondering what will happen to Jim if he goes to that meeting in April. Well, Virginia, before Jim finally falls asleep . . .

102

HOW TO AVOID INDUSTRIAL PRAT FALLS

Victor Equipment seeks no theatrical themes or off-beat promotion stunts when it adds a new product to the line. It sticks to the A-B-C's: adequate pretesting, careful cost-accounting, creation of hard-working media for communication, sales training.

64

SOME CALL IT LIFE IN THE STICKS!

Is it poor Bob Lutz who used to commute from suburban Larchmont into New York City? Or are the cliff-dwellers and strap-hangers to be pitied by 40-year-old Lutz, who moved his family 120 miles north of Grand Rapids, Mich., six years ago to become head of sales for Century Boat? Is it the job or the location that brings happiness to a sales chief and his family.

48

WHY EVERY SALE MUST HAVE TWO PARTS

Let's put the sale on the analyst's couch and do a little probing. Now let's describe that part of the sale which is done for the salesman, and that part of the sale which the salesman must do for himself.

88

MORE ADVERTISING IN MORE MARKETS

New owners—United Dye—are doing some heavy slugging to pull Bon Ami Co. out of the sales and profit slump that resulted when an earlier management cut advertising to the bone and disbanded the sales force. If you were given the job of reviving an old brand name, would you have brought out Jet-Spray Bon Ami and would you promote it in the markets now under development by the present owners?

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Audit
Bureau
of
Circulations



Associated
Business
Publications



National
Business
Publications



Magazine
Publishers
Association

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Hill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y.

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SALES MANAGEMENT

WILL ILL-HEALTH KILL YOUR COVETED PROMOTION?

You cannot escape it: You live a high-pressure life. If you are typical, your concern for your health is spasmodic. Do you recognize the eight major threats to your health?

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- Jet Assisted "Hatching" Spawns Jet-Spray Bon Ami
House & Home Brings Customers "into the Act"
Some Plain Talk about the Cooperative Advertising Mess

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- Pemco Abandons Traditional Gifts, Makes Charity Donations Instead

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- What's Wrong with the Way We're Selling Sales Careers to Collegians?

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General

- A Letter to Wives (about call girls at conventions)
Some Call It Life in the Sticks!
Drive to Live, Get the Order!

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- Eight Major Threats to Your Health and Working Efficiency

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- Media Executives Tackle Manpower Shortage with A-Z Reference Manual
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- Why So Many Industrials Specify Mellows Lock Washers

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- Why Every Sale Must Have Two Parts

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Do Your Advertising And Salesmen Have A Fighting Chance

. . . to do an economical sales-producing job? Is your advertising reaching the men with real buying authority? Are your salesmen actively selling your products and closing sales instead of introducing the company and its products?

Use Franchise-Paid Circulation Publications And Be Sure

. . . Your advertising is directed to the men who buy or specify in all worthwhile plants. Since circulation is hand-picked by salesmen of each local distributor and each subscription is paid for by the distributor, only active buyers receive Franchise-Paid Circulation publications. These selected readers are ready to buy; let your salesmen sell!

Published By
The INDUSTRIAL PUBLISHING Corp.
812 HURON RD. • CLEVELAND 15, OHIO

- Flow
- Occupational Hazards
- Applied Hydraulics
- Modern Office Procedures
- Industry & Welding
- Welding Illustrated
- Material Handling Illustrated
- Commercial Refrigeration & Air Conditioning



Learn how Franchise-Paid Circulation methods help make your advertising and salesmen more productive. Write for brochure.



"METROPOLITANITIS"

has fog-banked
realistic marketing...

Let's review some facts about Hometown, U.S.A. And these figures could be more favorable to us if census reports were current on the extent people have been deserting modern cliff dwelling for the "sticks."

1. Over 82,000,000 consumers live in markets under 10,000 and not all just off Riverside Drive, Michigan Ave. or Wilshire Blvd.

2. Over 7781 Grocery Super Markets each doing over 75,000 per year depend on weeklies for sales—total grocery market outside metropolitan areas \$19,600,000,000.

3. Over 50% of replacements of over 225,000,000 tires in use—over 400,000,000 spark plugs in active service—over 50,000,000 oil

filters, etc. are sold by dealers and service stations in towns under 10,000.

4. Over 18,000,000 or more than 1/3 of our nation's homes demand and read weekly newspapers.

5. 67.1% of all Class A farmers read weekly newspapers.

6. Over 500 national advertisers in every classification of business are already using weeklies at a profit despite the so called high milline. No milline is high if it pays in profits as these advertisers have proved.

Call a W.N.R. representative for detailed plan to fit your market needs plus information about 1 order, 1 bill, 1 check service plan.



WEEKLY NEWSPAPER REPRESENTATIVES Inc.

404 Fifth Ave., New York 18, N.Y. Phone: Bryant 9-7300

Serving Advertisers and Agencies of America's Weekly Newspapers
Branch Offices: Atlanta, Chicago, Detroit, Los Angeles.

Call 7-11!

PE 6-8161
EX 7-11

**KNOW WHAT THE PRESIDENT
OF THE COMPANY EXPECTS OF
THE SALES MANAGER IN 1957?***

Here are some answers we get from satisfied clients . . .

Train salesmen to sell more effectively.

Use more sales research to learn the real reasons why customers buy our products.

Discover how to make more profitable use of visual sales presentations.

Show salesmen how to sell quality and profit.

Tap the full sales potential of an integrated sales development program.

*If You Need Help With
Any Of These Problems Call
Ext. 7-11, Pe. 6-8161*

*Send for our report "What The President Of The Company Expects Of The Sales Manager—1957"

HILE-DAMROTH, INC., 11 W. 42nd St., New York City
the sales executive agency with the new ideas

Sales Operations Research—Complete Sales Training Packages—Films—Visual Aids
—Manuals—Sales Presentations

Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue
New York 16, N. Y. LExington 2-1760

EDITORIAL

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EXECUTIVE EDITOR
A. R. Hahn

MANAGING EDITOR
John H. Caldwell

FEATURE EDITOR
Lawrence M. Hughes

ASSOC. MANAGING EDITOR
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Grant Jeffery**

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Ann DiLello**

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Assistant Director, Edward S. Hoffman

Subscription Manager, C. V. Kohl
U. S. and Canada: \$10 a year
Foreign: \$15

ADVERTISING SALES

For Offices and Personnel

See Advertisers' Index

(two pages preceding back cover)

OFFICERS

President, Raymond Bill

Exec. Vice-President, John W. Hartman

Treasurer, Ralph L. Wilson

**Senior Vice-Presidents, C. E. Lovejoy, Jr.,
W. E. Dunsby, R. E. Smallwood and Wm.
McClenaghan**

Bill Brothers Publications in MARKETING
(in addition to Sales Management): Sales
Meetings, Tide, Premium
Practice, INDUSTRIAL: Rubber
World, Plastics Technology, MERCHANDISING: Fast
Food, Floor Covering Profits,
Grocer-Graphic, Tires and Yankee Grocer.
Copyright, Sales Management, Inc., 1957



SALES MANAGEMENT

HERE'S GROCERY ADVERTISING RESPONSE

1,445,375 product labels entered in The Milwaukee Journal Food Checker Contest

Here's more proof that grocery product news is big news in THE MILWAUKEE JOURNAL's colorful food pages. In the "Favorite Food Checker" contest sponsored by THE MILWAUKEE JOURNAL and 26 manufacturers, thousands of grocery store customers voted for 696 food store checkers using 1,445,375 product labels, box tops and bottle caps as ballots. That's right, 1,445,375 brand labels!

This demonstration of reader interest and consumer action again shows the pulling power of the big, separate food sections of THE MILWAUKEE JOURNAL. Here, more than a score of active retail food advertisers provide powerful support for national food advertisers, with more than 90% concentration of their newspaper advertising dollars.

No other medium, no combination of media, can match THE JOURNAL's complete coverage and thorough selling job in this big, metropolitan market.

THE MILWAUKEE JOURNAL

Read in 9 Out of 10 Homes in the Metropolitan Area

National Representatives—O'Mara & Ormsbee, Inc.

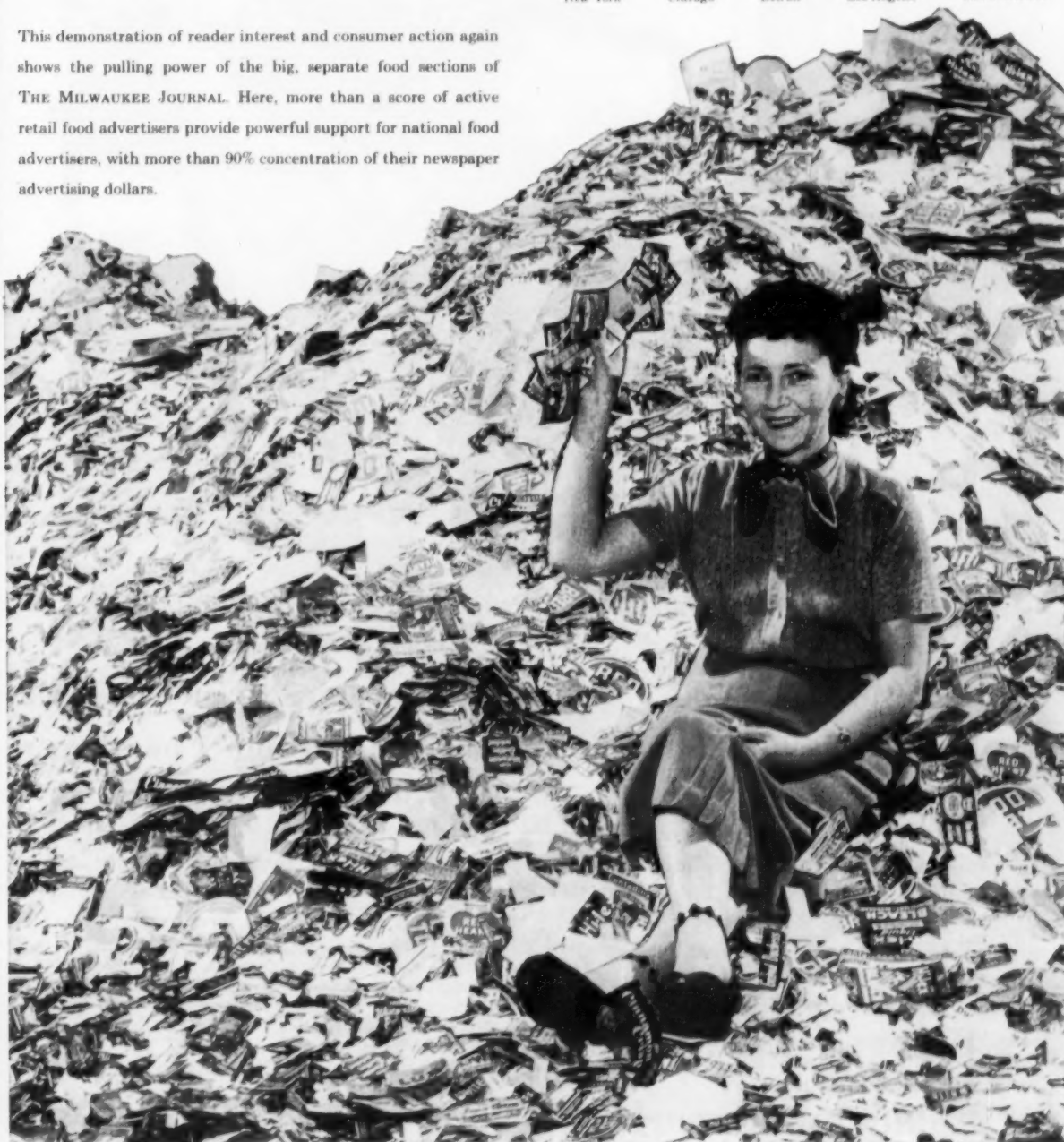
New York

Chicago

Detroit

Los Angeles

San Francisco



In Philadelphia, buying begins at home



The Bulletin goes home...delivers more copies to more people every seven days in Greater Philadelphia than any other newspaper

Families in the giant 14-county Greater Philadelphia market spend \$168,037,000 a year for drugs, cosmetics and toiletries. Your products get first call at the drugstore when you use the advertising columns of Philadelphia's home newspaper—The Evening and Sunday Bulletin. And you can get the added impact and greater realism of **R.O.P., spot and full COLOR**—seven days a week.

The Bulletin exerts a powerful influence on buying habits in the thriving Greater Philadelphia market. Philadelphians like The Bulletin. They buy it, read it, trust it, and respond to the advertising in it. The Bulletin is Philadelphia's home newspaper.

Advertising Offices: Philadelphia, 30th and Market Streets • New York, 342 Madison Avenue • Chicago, 320 N. Michigan Avenue

Representatives: Sawyer Ferguson Walker Company, Detroit • Atlanta, Los Angeles • San Francisco • Seattle

In Philadelphia nearly everybody reads The Bulletin

EDITORIALS

"Ain't We Something!"



A Second to the Motion

The American public is impatient with the status quo. Media, for example, constantly are shifting their editorial content, circulation and advertising to keep in tune with the hopes and aspirations of the people of this country. They know that nothing is sacred and nothing is static. The outstanding efforts of today are likely to become the unexciting routines of tomorrow.

We won't be surprised if we are showered with rebuttals from our newspaper executive friends when we quote Otto Silha, vice-president and business manager, *Minneapolis Star and Tribune*, who told Texas newspapermen, "I'm still not sure we are attacking the larger problem of effectively selling the basic concept and idea of the newspaper to *everybody*."

Silha goads his newspaper associates and friends by citing Ed Sullivan, the *New York News* columnist who has become television's most consistently successful personality. Silha points out that Ed Sullivan recently saluted *Sports Illustrated* magazine "for inspiring, encouraging and, I presume, financing the group of Hungarian Olympic athletes in their trip to the United States." In his tribute to the magazine, Ed remarked, "It's the kind of thing Joseph Pulitzer might have done if he were alive today."

"Well," continues Silha, "actually, the journalistic spirit of Mr.

MARCH 15, 1957



1957
Edition of
T. R.
carries the
descriptive
advertising of
**11,859
ADVERTISERS**
211 more
than used T. R.
previous edition.

This continuing
**GROWTH
TREND
TO T. R.**
is a result of
its power to
produce
traceable
sales.

You, too, can
reach the top
60% of the U. S.
Industrial
Purchasing

Power thru the exclusive
T. R. 100% BUYERSHIP
volume purchasing clientele

Contact your Thomas Register
representative, now.



THOMAS REGISTER

461 EIGHTH AVENUE
NEW YORK 1, N. Y.

Representatives in all principal areas

[illegible]

Yes, WHO-TV is "tops in showmanship"—another big reason why Iowans watch WHO-TV, respond to WHO-TV, with an enthusiasm and loyalty accorded to few television stations in America.

WHO-TV is part of
Central Broadcasting Company,
which also owns and operates
WHO Radio, Des Moines
WOC-TV, Davenport

NBC
Affiliate

Pulitzer is alive in many newspapers today, but such a project is just too much for one newspaper—or even one press service to tackle. On the other hand, the newspapers of America could have brought these athletes to our shores and perhaps toured them in an unforgettable gesture of international good will. I believe *all* newspapers would benefit."

The Hungarian Olympic athletes who defected were drawn to *Sports Illustrated* by the imaginative leadership displayed by the magazine's reporters at the Olympic games. Ironically, it is newspapers which are thought of as the leaders in fighting for and preserving our liberties. But it was to a magazine that the athletes turned for counsel and leadership.

"Some creative thinking," declares Silha, "on a big, national scale, needs to be done [for newspapers.]"

We, like you, believe in spirited competition among media for leadership. The public will decide to which leadership it will respond. It is in the selfish interest of all of us in marketing when all media are enterprising. Lively media are the ones that people want to be exposed to. And we never forget that exposure to good editorial material means that advertisers get good exposure, too.

Popularity of Negro Models

The extent to which there is free economic association among whites and Negroes is mirrored in the March issue of *Ebony*, the Johnson *Life*-size publication which now has a circulation in excess of 450,000.

There are 55 advertisements in this issue featuring Negro models, and only 39 advertisements featuring white models, the copy, obviously being the same that is running in many national publications.

ScotTissue, for example, has a four color ad featuring a young Negro mother playing in the park with her little daughter. The Ipana ad, with the now famous slogan, "This space reserved for a tooth that must last for 68 years," features a healthy, happy, Negro.

RCA Victor, appropriately, features Harry Belafonte. Old Forester features four Negroes in a club scene. Levi Jackson, Yale football captain, in '49, declares he is "sold on Luckies . . . because Luckies Taste Better."

These are but a few of the advertisers who use many media who recognize that people seek self identification with products. Wouldn't you bet that these ads secure higher attention and remembrance than ads using non-Negroes? No doubt all Negroes feel a sense of pride and recognition that they are featured in national product and service advertising. The day should come when Negroes, simply as interesting people, will be featured in advertising placed in all media. Not because they are Negroes, but because they make the best subjects for advertising for the occasion.

Sophisticates Know Where to Look

European businessmen long have been avid readers of American business publications, even though most are in English.

So we know that you share the pride in American business publications expressed recently by Secretary of Commerce, Sinclair Weeks, who says, "The American business press has created a new kind of ambassador corps for the promotion of international trade by donating thousands of U. S. trade publications for use by U. S. trade missions abroad."

More than 30,000 copies of business publications—trade magazines, directories, catalogs, statistical and marketing studies, and other business reference works—have been supplied in the past two years.



In the independent Northeastern Wisconsin Market goods and services move to 200,000 people through a single medium reaching over 39,000 homes every day!

Full color available

GREEN BAY PRESS-GAZETTE

GREEN BAY, WISCONSIN

Phil A. McClosky, Manager, General Advertising

GLOSSY PHOTOS IN QUANTITY



We make what we believe to be the best genuine glossy photos in the business.

We believe this because our customers say so and keep coming back year after year.

Our prices are competitive.

Our quality is superb.

Our service unexcelled.

Try us the next time you need quantity photos.

PRICE LIST

8 x 10 GLOSSY PHOTOS

QUANTITY	COST
1000	\$75.00
500	42.50
100	9.50
50	6.00
25	4.00
12	3.00
6	2.22

Copy negatives of your prints, \$1.65 per negative. Samples, other sizes, prices on request.

MAJOR PHOTO Co.
Commercial Photographers

1210 N. Clark Street • Chicago 10, Illinois
Dept. SM • Telephone: MI chigan 2-5651



the key to a current marketing problem:

In business, industry, science, government—the need is more and more for communicative people . . .

People with the dynamic quality for inspiring agreement and *action* in others.

And, more and more, astute advertisers are delving beyond mere circulation numbers or ratings to seek out this “communicative” quality among the audience they cultivate.

This is a major reason why advertisers invested more dollars in Newsweek during 1956 than ever before, and for Newsweek's rise to first

place among news magazines in number of advertising pages gained during the past year.

Newsweek's circulation, now over 1,050,000, is concentrated among communicative people who initiate agreement and action on issues—ideas—policies—possessions and purchases—whether it be in business, home, social life or community.

Newsweek exerts natural attraction for such people because its editorial function is the clear, accurate—and *objective*—presentation of the *significance* in the news.

ni·ca'tive**
Newsweek reader...



Newsweek...

the magazine for com-mu'ni-ca'tive people



MARCH 15, 1957



World's fastest woman

Ladylike Betty Skelton flies and drives as no lady ever did before. Flies upside down 10 feet off the ground and drives right side up on the ground at 145 miles an hour.

She's won three international woman's stunt flying championships, set nine sports car records for speed and acceleration, and, all told, holds more combined flying and driving records than anybody around.

We went for this little 98-pounder in a big way. For product knowledge

is bedrock in the advertising business, and we create car and tire ads for two of our clients. As an expert driver, Betty often hits the road for us and gets the facts firsthand. She's been known to keep at it for 3000 miles at a stretch and 24 hours at a time.

When she's not rounding up realism on distance and endurance runs, she's working for us and for our clients in countless other ways—appearing at auto shows and dealer

meetings, writing, talking, and logging lots of television time.

The same enthusiastic curiosity that made Betty fly solo at 12 has made her a "Jill of all trades." She's fast becoming a master of ours.

You may think that Betty Skelton is an unusual type of person to be working in an advertising agency. But, at Campbell-Ewald, we think no more of breaking a precedent to make good advertising than Miss Skelton thinks of breaking a record.

CAMPBELL-EWALD Advertising

Detroit • New York • Chicago • Los Angeles • Hollywood • San Francisco
Washington • Denver • Atlanta • Dallas • Kansas City • Cincinnati

CORPORATE CLOSE-UP

Can "Preach" Meaders Keep the Silver Lining After Suez Clouds Clear?



Loren B. "Preach" Meaders (who doesn't run a one-man company—"that headline above stinks," says he) president, Halliburton Oil Well Cementing Co., is determined that the Suez Canal's reopening will not shrink Halliburton's the way it is going to shrink his domestic customers' margins. A minister's son and given to religious discussion himself, Meaders does not feel that anyone needs these qualifications to prophesy a drop-back from today's daily U. S. crude production of 7.4 million barrels to something like the pre-crisis figure of 6.9 million.

Barring further Egyptian interference with canal clearance, domestic producers expect to be "back to normal"—although with reduced inventories—in three or four months. Besides vivid proof of their contention that "there is no security in foreign oil," a price rise of some 35 cents per barrel of crude is the only long-range benefit that will accrue to most domestic firms.

The "Cementing" in Halliburton's name is by no means fully descriptive. Besides initial and remedial cementing of oil and gas wells, the company has diversified its services into hydraulic fracturing of sub-surface rock formations, supplying electrical services and diversified equipment for testing and servicing wells, and production, sale, and application of custom-blended service materials.

Meaders considers Halliburton's 1956 revenue of \$176.4 million the largest in the highly competitive oil well service business. It was 16% over the 1955 figure and the net income of \$18.4 million was up 13%.

Next month Halliburton, Duncan, Okla., will begin supplying oil fields with a new mobile pump which the president considers the most powerful of its size. A magnified training program for field personnel inaugurated a year ago is beginning to bear fruit "in a big way."

Some \$3.4 million is now spent annually on research and development of new products and processes. The more than 300 employees engaged in this Halliburton program back a field force of 100 engineers dedicated to "how can we do it better?" Current "frontiers" are the complications of undersea drilling, an uninterrupted sequence for handling and blending the bulk sand and fluids in fracturing rock formations hydraulically, refined hydraulic cementing procedures, and constant improvement of the chemicals and tools which the company sells or supplies with trained personnel on a service basis.

Geographic frontiers have already been conquered by the company to the extent that 12% of revenues accrues from operations in Canada, South America and Europe—and to a lesser degree, Saudi Arabia. Halliburton knows that today's drilling procedures invariably call for one or more services of the types it offers. The firm's "success secret" is to offer services that may make the difference between a well's success or failure at a cost that is "lost" in total drilling costs.

ONE OF THE
FIRST 100 MARKETS



57% of the
QUAD-CITIES'
253,800
people live in
ILLINOIS

Rock Island • Moline • E. Moline

where 9 out of every 10
families read either

THE ARGUS or THE DISPATCH

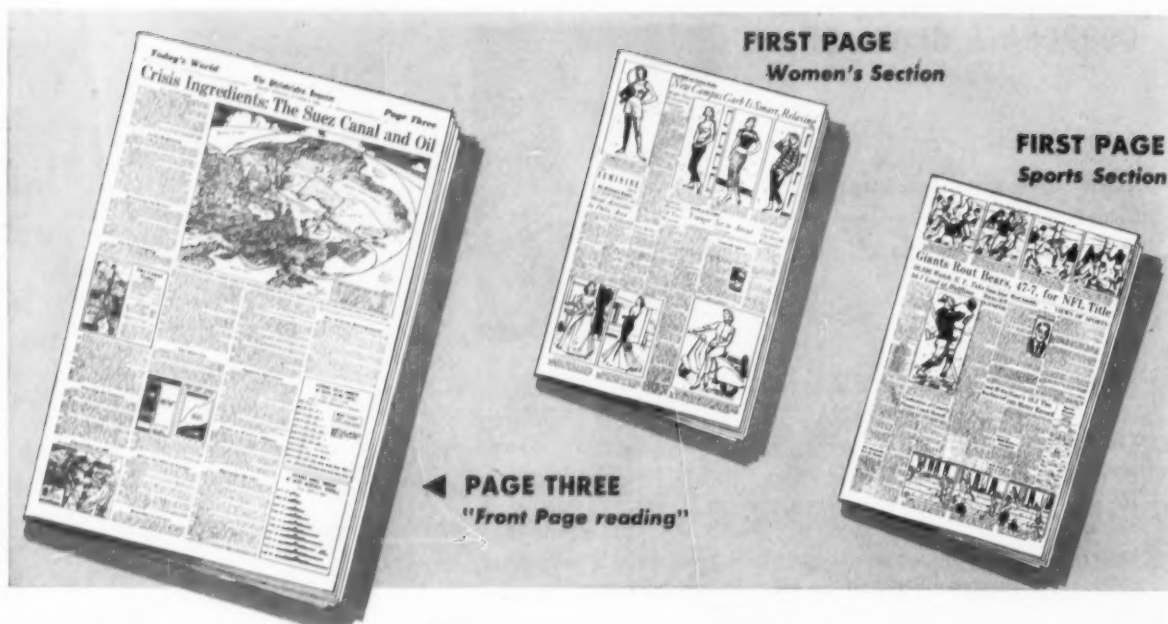
QUAD-CITIES' LARGEST
COMBINED DAILY CIRCULATION

MOLINE
DISPATCH

and

ROCK ISLAND
ARGUS

REPRESENTED BY ALLEN-KLAPP CO.



“Front Page Interest” to the Very Last Page!

JOURNALISM IN 1957 demands new ideas, new methods, to meet the moods of a changing nation. In Philadelphia, The Inquirer has sparked a spirit of innovation in every staff member . . . is written and edited to infuse every page with “front page interest.”

There are more pictures. There is more attention to the people, background, conditions behind the news. Features are brighter, including serializations of brilliant new books. Every page is planned to invite readership . . . and hold it.

The “Page 3” approach is a milestone; carefully documented articles to inform readers, not only of the news, but *how* and *why* it happens.

The Inquirer is read with intense thoroughness . . . wins amazing response from loyal readers for the causes it espouses and for its ADVERTISERS. That’s why more advertisers place more linage in The Inquirer than in any other Philadelphia newspaper.

The Philadelphia Inquirer

Now in its 24th consecutive year of total advertising leadership



Exclusive Advertising Representatives:

NEW YORK
ROBERT T. DEVLIN, JR.
342 Madison Ave.
Murray Hill 2-5838

CHICAGO
EDWARD J. LYNCH
20 N. Wacker Drive
Andover 3-6270

DETROIT
RICHARD I. KRUG
Penobscot Bldg.
Woodward 5-7260

West Coast Representatives:

SAN FRANCISCO
FITZPATRICK ASSOCIATES
155 Montgomery St.
Garfield 1-7946

LOS ANGELES
FITZPATRICK ASSOCIATES
3460 Wilshire Boulevard
Dunkirk 5-3557

MEMBER: METROPOLITAN SUNDAY NEWSPAPERS • FIRST 3 MARKETS GROUP

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

BOTH BAD SIGNS AND GOOD SIGNS are abundant in today's economic picture. It's an unusual situation and the casual observer—taking a short-term look at the good and the bad—can easily become confused, and perhaps discouraged, about future marketing prospects. There's a need for study, a need for analysis and interpretation, to come up with a true perspective. Unfortunately, most of us are prone to jump to conclusions when presented with an isolated negative fact.

For instance, we all read the encouraging forecasts for capital spending made at the end of last year. These forecasts, on the average, predicted that corporations would spend a record amount—\$36-\$40 billion—for new plant and equipment in 1957. This was extremely encouraging news to the construction industry, industrial marketers and business in general.

However, it wasn't long thereafter when the shortage of money and labor—and in some cases materials—forced some companies to abandon or curtail their expansion plans. These changes in spending plans were widely publicized. The obvious conclusion appeared to be that "capital spending will not approach the predictions and all segments of the economy will suffer."

Now, take a look at what a business poll by the Research Institute of America reveals: **"For every company which reports a deferment of equipment, another says it plans to buy more than originally contemplated for '57. Almost the same picture for plant expansion."**

Similarly, objective analysis reveals that the threat of inflation is not as dangerous as some would have us believe. It is true that the cost-of-living index has registered a rise for several months in a row. It is also a fact that labor costs are likely to force some prices up still further in the months ahead. But, a study of the actual rise will show that it is not a runaway inflation, but a mild, creeping inflation that

tends to approach 3% a year. This depreciation of the dollar's value cannot be ignored; on the other hand it is no greater than the average rise that we have had each year since the end of World War II.

RUSSIAN CONSUMER GOODS are in short supply, with the result that Soviet sales execs (if such exist) enjoy a perpetual seller's market. Richard Joseph, writing in "Esquire's Apparel Arts," reports that this is especially true in the clothing market where "suits look as if they were styled by Omar the Tentmaker" and prices are ridiculous—at least by American standards.

The average skilled worker who makes \$250 a month in the Soviet Union pays these prices for his clothes:

Good winter overcoat, \$526.

Very good suit, \$525.

Average suit, \$300.

Very cheap summer suit, good for about one season, \$100.

Best quality shirts and embroidered Ukrainian blouses, \$100.

Good shirt, \$30.

Cheapest shirt, inferior to anything manufactured here, \$13.

Good sport shoes, rubber soles and heels, \$100.

Cheap shoes, worth less than \$10 in U. S., \$75.

Very cheap pair, \$26.50.

Good quality velour hat, \$45.

Here in the U.S., a seller's market for clothing **does not** exist. Consequently, manufacturers are eternally looking for new ideas, new strategies to increase consumption—even to the point of lobbying for Congressional help. We cite, as example, a recent statement by Francis DeW. Pratt, president of the American Institute of Men's and Boys' Wear. He declared:

"United States tax laws are manifestly unfair and discriminatory against the man who depends on his

Significant Trends (continued)

personal appearance to help him hold his job." Employees, he said, are entitled to tax deductions for the cost and maintenance of uniforms . . . "but what about the doctor, lawyer, salesman, advertising agent and a tremendous host of others in the white collar class who must 'dress right' every day? These people are given no deductions whatsoever."

Mr. Pratt has our best wishes, but we are afraid he'll find Congress and the Internal Revenue boys more than a little stubborn.

EXECUTIVE READING HABITS have been scrutinized by the American Management Association with the discovery that the typical executive is a serious and persistent reader who spends at least a **quarter of his waking hours reading.**

The average businessman questioned in the AMA survey spends four hours a day in the office and one hour a day at home perusing business reports and correspondence, books, newsletters and business magazines. Of his leisure time about 10 hours a week are devoted to newspapers, magazines and books. Chief complaint: "Wordy or repetitious material."

WORKING WOMEN spend \$20 to \$25 billion on themselves, says "Department Store Economist," a Chilton publication. That makes them an attractive market for a variety of special products and services—especially those that have time-saving, convenience features.

What is she like, this typical lady of business? Well, she can be a teen-ager or a grandmother, but the median shows that she's about 39 years old and married. (Back in 1940, the typical working woman was much younger and single.) Her earnings combined with those of her husband result in a joint income of between \$5,000 and \$10,000, which means that her family lives quite well.

Marketers who think of women as being exclusively suburban housewives are missing a sizable segment of the market—a segment that enjoys an over-average share of discretionary spending power.

WHAT'S NEW? "All the readership surveys, all the motivation research, all the impact studies, in fact everything we know about advertising points out one simple fact: if you've got **news** in your product, or in your advertising, you get results. You get better results from news than from anything else." So said a man who should know, William D. Tyler, vice-president and copy chief, Leo Burnett Co. He was speaking to the Newspaper Advertising Executives Association and he added:

"The words 'new' and 'free' used to be the most important words in the advertising lexicon. 'New' has now passed 'free' and is leading by a country mile. This is quite a commentary on our economy. 'Free' goes down in importance because people have the dough. 'New' comes up because they are looking for ways to spend it. Simple as that."

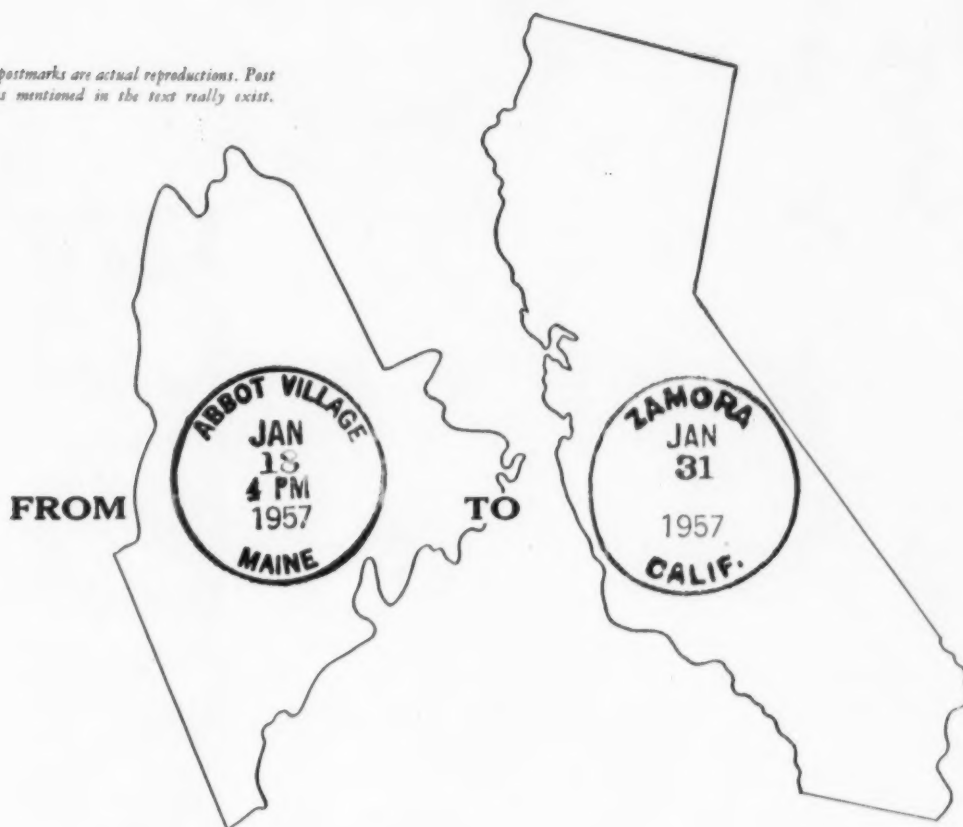
WHAT WOULD YOU DO if there were a \$¼ billion market for your product composed of 270,000 home owners, 93% of whom had never been contacted by a salesman from your industry? Such is the situation in the central air conditioning field, according to market researchers of E. I. du Pont de Nemours & Co. (Inc.).

A nation-wide survey disclosed that better than a quarter million metropolitan families, most of whom (84%) have incomes of \$7,000 or more, "are seriously and actively considering purchase of centrally installed equipment for mechanically cooling their homes."

Yet, the survey found, 64% of these prospects had no idea of either installation or operating costs, and only 7% had been contacted by a salesman.

We draw no conclusions from the du Pont findings. We are not sufficiently familiar with the sales methods or sales problems of this mushrooming industry. Perhaps personal calls cost too much, or maybe these prospects won't respond to the usual methods of getting leads. But, we will say this: Some smart marketer will find a way to satisfy the expressed wants of this market group. The business seems to be there for the taking and it won't be overlooked forever. **Does a similar unexploited condition exist in your industry?**

All postmarks are actual reproductions. Post offices mentioned in the text really exist.



Grit keeps on growing!

Grit is as lively as an Antelope (Calif., Kans., Mont., Oreg., Texas), as solid as Gibraltar (Pa.), as interesting as the passing Parade (S.Dak.), and as successful as the Dickens (Iowa, Mo., Nebr., Me.).

In 1956, it set new all-time records for both circulation and advertising. Circulation was up 30,000; now more than 850,000 families (4,000,000 people) read Grit. And national advertisers spent 16.2% more in Grit than ever before.

Grit is designed for families in true small towns remote from the influence of major cities. Here is America's least-exploited market, because it is the most difficult to reach.

And Grit covers it as no other national publication can. Over 74 years ago, the basic editorial appeals for doing so were conceived. Those appeals are so sound they have never been altered. Only the format and "feel" have changed—gradually, carefully—as small-town tastes and reading needs have changed.

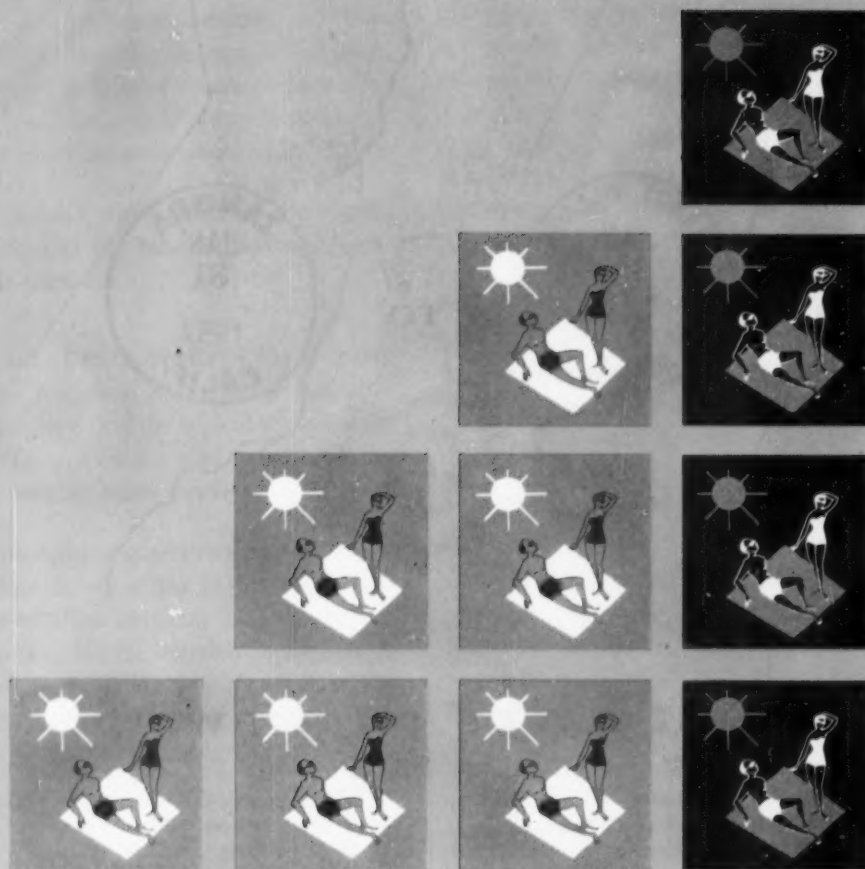
What's more, Grit readers pay their own freight—advertisers don't do it for them. An astonishing 90.15% of Grit circulation represents single-copy sales at 10c each—cold cash votes of confidence repeated 52 times a year. Grit subscriptions cost \$3.50 yearly, and there are no cut rates or special incentives. Grit is, and always has been, financially successful.

Because Grit offers solid value to readers, readers see and respond to the advertisements it carries. We've a whole storehouse of proof that Grit advertisers consistently increase their share of the valuable small-town market.

1957 is a Goodyear (Ariz.) for you to win sales and Goodwill (W.Va.) for *your* products in this Goodland (Fla., Ind., Kans., Minn., Mo., Tex.). Advertise in Grit!

Grit Publishing Co., Williamsport, Pa. • Represented by Scolaro, Meeker & Scott in New York, Chicago, Detroit, Philadelphia; and by Doyle & Hawley in Los Angeles and San Francisco





**40% of all vacationers 15 years and up, in New
York City and suburbs, read The News . . .**

**Source: Profile of the Millions . . . a study conducted
by W. R. Simmons & Associates Research, Inc.
Approved by the Advertising Research Foundation.
Any New York News office can show you Profile.**



Vacation spenders?

...The News has more than the New York Times & Herald Tribune combined...with two exceptions!

The exceptions:

The two-paper team sends 10,000 more readers to New England states (Connecticut excluded) than The News.

Going to states beyond the Atlantic seaboard, the readers of the two papers combined equal those of The News.

But in Florida, Europe, the Caribbean, Atlantic City or you name it—you'll find more readers of The New York News.

Researchers found that of all the people in New York City and suburbs who had gone on vacation within the past year...1,940,000 were News readers. Which is:

- 1,130,000 more than the Mirror
- 1,170,000 more than the
Journal-American
- 1,230,000 more than the Times
- 1,240,000 more than the
World-Telegram & Sun
- 1,350,000 more than the Post
- 1,450,000 more than the
Herald Tribune

The News delivers 40% of all vacationers (15 years and older) in the New York market!

It is well known to every hotel owner, ski jump operator, charter boat captain, and night club head waiter...that vacationers are flush spenders! If you sell steamship suites, airline miles, cabana memberships, hotel rooms or guided tours...you can find more New York customers in The News.

Vacations are, alas, brief. But The News offers tremendous sales opportunities at home base the rest of the year.

And the reason is not hard to find—because The News has *more* upper incomes, families with children, stock and bond owners, and college alumni...*more* two-car and home-owning families...*more* prospects for almost everything—than any other newspaper published in the biggest, richest, and best market in the US! And The News audience doesn't tune out on your advertising—daily or Sunday!

To get the top potential from the market, top your New York schedule with The News. For reservations, call any News office.

The News, *New York's Picture Newspaper...*

with more than twice the circulation, daily and Sunday, of any other newspaper in America...

What delivers this magazine...

besides an address and a postage stamp?



Postage and mailing names are both pretty easy to come by. But it takes more . . . MUCH more . . . to get a magazine *read*.

What then? One thing alone: EDITORIAL VALUE. And that's why HP&AC goes all out to give a full measure of worth each issue to its subscribers—the engineers and contractors who purchase-control the industrial-large building market's vast product requirements. As a 100% paid (ABC) publication, it simply must.

Every issue puts our editorial staff to the test, for the fact is always there: Our product is *for sale*.

So how does HP&AC stack up? It has the largest circulation and the only fully paid circulation in its field . . . more advertising by nearly 2 to 1 from more advertisers . . . more editorial pages by far. Enough said?

Heating, Piping & Air Conditioning

KEENEY PUBLISHING COMPANY • AIR CONDITIONING HEADQUARTERS
6 N. Michigan Ave. ♦ Chicago 2, Illinois

LETTERS TO THE EDITORS

Sales Managers: Tell Salesmen How to Rock the Boat!

ingenuity to cut costs

EDITOR, SALES MANAGEMENT:

Naturally, we are flattered that you have used the Westinghouse example of cost reduction ("Cost-Cutting Is a Sales Function," Editorials, Jan. 18, p. 9). But this struck me as a particularly effective editorial, hitting at the typical salesman's desire not to rock the boat.

Whether they express it or not, most cost-conscious companies are looking for suppliers who are strong on development ability and aggressive in their efforts to solve the customers' application problems. The more enlightened buyers in this business realize that the way to improve their own product costs is through better and more ingenious application of available materials and constant development of new and modified materials to solve old design problems. The old-time price chiseler has pretty well lost his effectiveness.

By way of a suggestion, I think that every sales manager ought to read the riot act to his sales force on how to rock the boat, rather than how to avoid rocking it.

A. M. Kennedy, Jr.

Vice-President
Purchases & Traffic
Westinghouse Electric Corp.
Pittsburgh, Pa.

drop that hammer

EDITOR, SALES MANAGEMENT:

The tip on "When to Knock Competition" (Editorials, Feb. 15, p. 9) reminds me of a warning given by the late unlamented Jim Pendergast of Kansas City.

About 50 years ago I attended a Democratic rally in Kansas City. As usual, opposing factions were soon fighting each other. Pendergast rapped the gavel and said, "If we are going to win this election, we have got to saw wood; and you can't saw wood with a hammer."

That's true in business as it is in politics.

Lionel B. Moses

Parade Publications, Inc.
Chicago, Ill.

salvos for Sonotone

EDITOR, SALES MANAGEMENT:

I hope it is not too late to compliment you on the excellent article in your Jan. 18 issue concerning Sonotone and the job they are doing for children ("Bread on the Water Comes Home to Sonotone," p. 65). It comes close to home since I have worn hearing aids for 25 of my 34 years of age. I was a girl of nine before it was discovered by my teachers that I was deaf. I had been a poor-to-bad student and yet intelligence tests had shown that I was even slightly above average in intelligence.

A quarter of a century ago hearing aids were bulky. I remember the shame with which I wore mine. Even later, when attending New York's Lexington School for the Deaf on 67 Street, when everyone else in class wore one, it was still difficult.

I think that Sonotone (incidentally, I have worn their aids consistently for 10 or 11 years) is to be credited, too, for the splendid work in making the instruments so much less bulky. I have long since ignored the stares of people in subways and buses; the dangling cord no longer bothers me. But for those who feel some odd way at being stared at, the new fit-in-the-ear aids must be marvelous. How I wish they had been in existence when I was going to college and still had to have the batteries in one case, the aid in another, and then the wire to my earmold.

Congratulations to Sonotone and their wonderful program. Let us hope other companies join them.

Dorothy-Anne Stone
(Mrs. Joseph L.)

Bronx, N. Y.

Elmer's tune

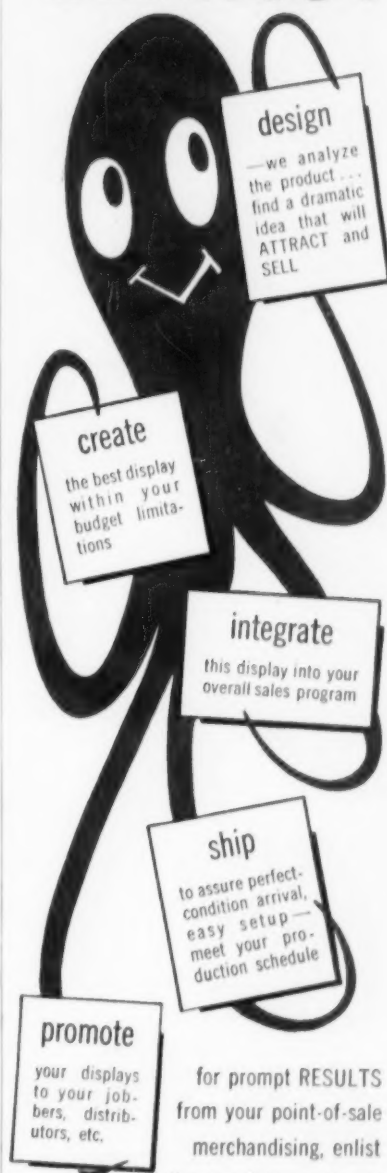
EDITOR, SALES MANAGEMENT:

The article by Tom Kelmet in the Feb. 15 issue ("Wanted: More Training Ideas," p. 42) outlines a very common problem. As specialists in the sales training field, we're pretty familiar with it.

Almost all big companies have "formal" training programs—and, of course, that's why we're in business.

(continued on page 23)

Complete Service!



for prompt RESULTS
from your point-of-sale
merchandising, enlist
the complete services of

* display sales

write Today for full information
1637 GAST STREET, CINCINNATI 4, OHIO



the methods magazine for industrial buyers

OPPORTUNITY KNOCKS EVERY MONTH...for purchasing agents and advertisers



FOR BUYERS...because...

PURCHASING provides them with the information they need on...

- Materials, products, processes and equipment
- Purchasing systems and methods
- Economic factors affecting procurement
- Purchasing policies and ethics
- Internal and external public relations
- Value analysis and cost reduction techniques
- Legal decisions affecting purchasing
- Association and personal news



FOR ADVERTISERS...because...

PURCHASING provides them with...

- **Editorial**—For the reasons indicated above, PURCHASING is the only publication with the proper editorial atmosphere for your advertising to all industrial purchasing agents.
- **Circulation**—The greatest coverage of industrial purchasing agents available anywhere.
- **Readership**—Eleven recent independent studies give PURCHASING six times as many mentions as the next purchasing publication. The metalworking section of a large industrial study mentioning 983 publications ranked PURCHASING *first* in "most useful" votes.
- **Advertising**—Importance of PURCHASING magazine as a *must* on every industrial advertising schedule is proved by its overall position in 1956: *5th* among all business paper monthlies.
- **Service**—*Starch*—for ad measurement, 9 issues in 1957.
Robert Gunning Associates—for editorial readability.
Paul Leedy—speed reading.
Kemp Research—depth studies among PURCHASING readers.
George Samerjian—consultant on use of color, type, layout.
Buller Typo Design Research Center—effective study of the printed page.
Editorial surveys—monthly "Opinion Poll" surveys by PURCHASING editors.

PURCHASING

NBP BPA

MAGAZINE

a Conover-Mast publication
205 East 42nd Street, New York, N. Y.

WATCH FOR THE VALUE ANALYSIS ISSUE OF PURCHASING, COMING IN MAY.

LETTERS

But there isn't much available in the way of inexpensive ready-made training programs that are really effective.

The best thing we have run across along these lines is the Elmer Wheeler Sizzling Platter program. It sets up five complete 30-minute meetings with recordings and discussion periods, and sells for just \$75.

John H. Wolfe

John H. Wolfe & Co.
New York, N. Y.

more purrs and meows

EDITOR, SALES MANAGEMENT:

Your story about the Chesapeake & Ohio was excellent ("Chessie's Creative Selling Makes Railroad Profitable," Jan. 18, p. 29). I enjoyed every word of it. I thought you went into much detail describing the various phases of their operations, much more than is usually devoted to a story of this kind. Our entire industry can take heart at the progress being made on that fine railroad.

W. A. Johnston

President
Illinois Central Railroad
Chicago, Ill.

... That was a grand story about C&O. Lawrence M. Hughes is certainly an astute reporter.

Cyrus Eaton

Chairman of the Board
The Chesapeake and Ohio Railway Co.
Cleveland, O.

... I can't quite agree with Mr. Hughes that the reason the C&O converts so much of its gross to net is because of the C&O's sales-mindedness and sales efforts. There are a good many other factors involved. However, I know from rather close personal contact with some of the C&O's officers and through observation that the C&O is a fine railroad and is doing a fine job from a sales standpoint.

F. Q. Tredway

Assistant to Vice-President
Southern Pacific Co.
San Francisco, Cal.

MARCH 15, 1957

Leave A "Permanent Calling Card"

A PLANT IS WELCOME IN EVERY OFFICE



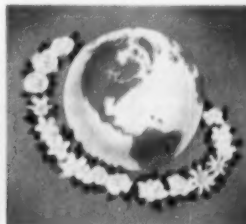
Say it with
Flowers-By-Wire

Thoughtfulness in business always pays off. The next time congratulations are in order, send your client a handsome plant for his office. It's the kind of *permanent* gift that serves as a year 'round reminder of you personally and the product or service you offer. Plants need little attention; stay fresh indefinitely.

It's so easy to Wire Flowers



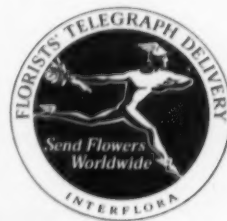
FAST! Ask your secretary to call your F.T.D. Florist. Order is on its way in minutes.



WORLD-WIDE SERVICE! 20,000 F.T.D.-INTERFLORA Members deliver in a matter of hours.



GUARANTEED DELIVERY! No worries about your gift "getting there". Delivery is fully assured.



Florists' Telegraph Delivery Association



What important people

"It is the only magazine I read every week. It is the best for concise accurate reporting."

VICE PRESIDENT, Steel Company

"This is the best magazine I receive, both from a personal and business standpoint."

SALES MANAGER, Electrical Company

IMP

...for example, the people listed in "Who's Who in America"

The coverage of America's leadership market by "U.S. News & World Report" and its impact on that market is typically illustrated by a readership study conducted among the men and women listed in the latest edition of "Who's Who in America."

It reveals that four out of ten (39.7%) regularly read "U.S. News & World Report."* By a substantial margin, "U.S. News & World Report" is the magazine in the news and management field which they find "most useful" to them in their work, and the one in which they place "most confidence."

This is the latest in a series of similar, continuing polls among important decision-making groups throughout America. These latest findings confirm the ones previously published. Among the "people who spark America" today, "U.S. News & World Report" is essential reading, and a powerful spur to both thought and action.



**Based on an 84.2% rate of return to a written questionnaire. For full details ask for Research Report No. 61, a study conducted jointly by "USN&WR" and Benson & Benson, Princeton, N. J. Other studies available on request.*

Advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco, and Washington, D. C.

nt people say about essential news

"An excellent periodical -- keeps me up-to-date on current affairs -- read completely each week."

PRESIDENT, Chemicals Company

"My feelings toward the publication may best be expressed in these words -- 'no week complete without it.'"

GENERAL MANAGER,
Building Products Company

"... the outstanding publication in its field. Frankly, U.S. News & World Report is like having your own private 'CIA' providing you top intelligence in business, politics, and world affairs."

DEPARTMENT MANAGER, Airline

"This is the best and most useful of the news magazines. I have felt this way for 15 years."

VICE PRESIDENT, Manufacturing Company

"I like the depth and thoroughness with which subjects of great current and future significance are covered."

DEPARTMENT HEAD, Public Utility

"My wife and I would feel 'unrounded' on events of significance without it."

DEPARTMENT MANAGER,
Electrical Manufacturing Company

"... the best of all magazines for a busy business man to read."

DEPARTMENT HEAD, Synthetic Fibers Company

PORTANCE

THESE are typical comments made by readers of "U.S. News & World Report" about "U.S. News & World Report." They come from important people—people holding the responsible managerial jobs in business, industry, government and the professions, and earning salaries that match.

These men and their families find in "U.S. News & World Report" each week the essential "pocketbook news" which affects their business and personal plans and decisions. It's natural that more and more advertisers are finding coverage of this big and growing market—now 900,000 strong—essential to their sales, their growth, and their progress.

America's Class News Magazine

An essential magazine . . . essential to more and more readers . . . essential to more and more advertisers

Now more than **900,000** net paid circulation

... a market not duplicated by any other magazine in the field



"WE DON'T HAVE TIME TO CONTACT ALL OUR PROSPECTS PERSONALLY"

**HERE'S HOW
BUSINESS
MAGAZINE
ADVERTISING
HELPS
PLYMOUTH
CORDAGE
COMPANY
COVER
MAJOR
MARKETS**

Bartlett B. Bradley, Vice President of Plymouth Cordage Company, says: "Rope is so universally used we just don't have enough time to contact all our consuming prospects personally, and on a regular basis. That's why we 'mechanize' our selling by advertising in business magazines. They help us reach our major markets, and help support our distributing organization.

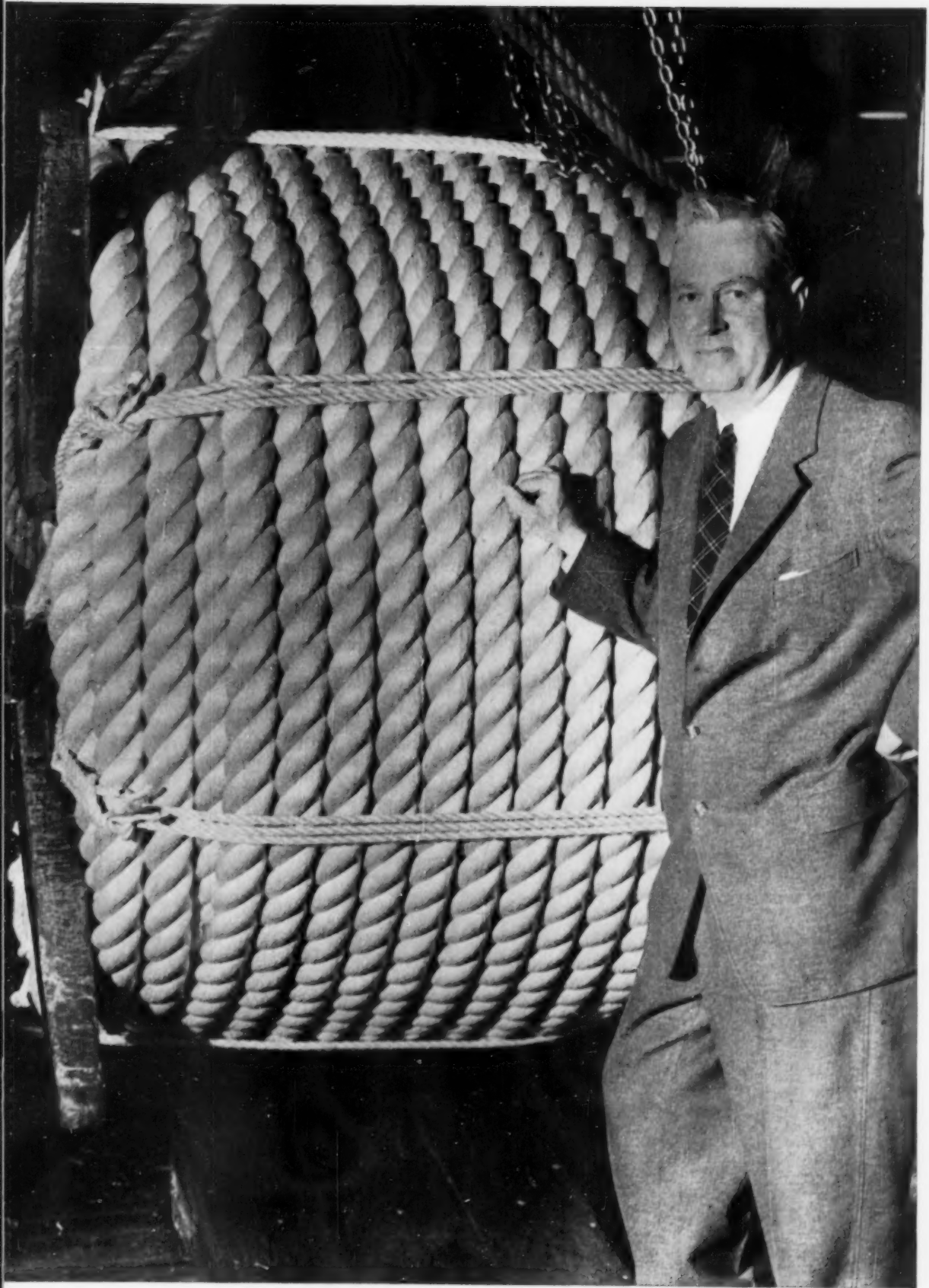
"This 'mechanization' saves valuable time that would otherwise be needed to pre-sell Plymouth products. It also helps maintain a valuable selling 'climate' with past and present customers."

The concept of 'mechanized selling' Mr. Bradley refers to is the application of business magazine advertising to the preliminary steps of creating sales: establishing contact, arousing interest, and creating preference. This enables your salesmen to concentrate on their primary jobs—making a specific proposal and closing the order.

IF YOU SELL TO BUSINESS OR INDUSTRY, you can reach more prospects regularly and at far less cost by concentrating your advertising in those magazines serving your specific markets. And, in most cases, you will find you can do this most effectively in one or more McGraw-Hill magazines.

McGRAW-HILL MAGAZINES

McGraw-Hill Publishing Company, Incorporated
330 West 42nd Street, New York 36, N. Y.



MARCH 15, 1957

the
milky
way
market

FLORENCE

Sales curves go blasting upward in the "clustered" Milky Way Market, powered by WBTW's unduplicated coverage.

Examine closely the impressive market created by WBTW coverage . . . clusters of bustling, prosperous communities orbited around Florence.

Compare carefully the 75-mile area population of Florence with these other Southern markets:*

Florence—1,338,600

Augusta—1,015,200

Miami—1,151,700

Tampa-St. Petersburg—1,105,000

Charleston—484,500

Act decisively. Call your nearest CBS Television Spot Sales office now.

*—1956 Survey of Buying Power



WBTW
FLORENCE, S.C.



8 Top Power

JEFFERSON STANDARD BROADCASTING COMPANY

Is Communication Failure The Weakest Link In Management?

If it is, why?

Answer: We do not understand the nature of communication, nor are we skilled in the techniques that make communication effective.

Yet none of us can be successful managers without engaging in communication every day of our business lives.

This clear-cut discussion of the subject—if you absorb and practice the principles it spells out—can make you a more efficient executive the minute you finish your reading.

By **WILLIAM R. KELLY**
Manager, Sales Promotion
Sinclair Refining Co.

Everyone in business today knows how hard it is to get attention for his ideas. It is harder to get understanding, and it is much harder to get action.

Because of the complexity of our present-day business relationships and because of the severe competition for the minds of people, the function of communication is no longer an easy endeavor. It has become a science that is most demanding in its skills.

Perhaps it can be broken down two ways:

1. *Getting through.* This requires a knowledge of the work done by words—what they mean to people and what they don't mean to people.

It calls for some skill in putting ideas together so that they make sense to the other fellow.

It also calls for the employment of

the best media and devices for breaking through the barriers that protect today's weary minds.

2. *Getting action.* This calls for some basic knowledge about people—how they think, how they feel, what they respond to, what makes them want to cooperate and accomplish objectives. Call it practical psychology or what you choose, it is the essence of good communication. It does no good to get through or to get understanding unless we get the response we have set out to achieve.

None of us can go very far in the improvement of his communicatory abilities until he first achieves a total concept of the nature of communication.

Why are we constantly reminded that communication is breaking down? Why are we so worried about getting

Delegation
of
Authority

COMMUNICATION

Maintenance
of
Adequate Controls

COMMUNICATION

Setting
of
Goals

COMMUNICATION

Measurement
of
Results

COMMUNICATION

Motivation
of
People



THE HUMAN ELEMENT: The construction of your communication may be ever so skillful, the vehicles ever so well chosen. But you won't "get through" to people... you won't inspire the constructive action you seek... unless your message embodies motivation. Author Kelly calls this "the psychological content" of communication, the KEY factor.



through to people? Why do some thoughtful people call communication one of the world's gravest problems, one that may bear upon our continued existence on the earth?

Why all this fuss about communication?

If we want to get something across, why not follow someone's impatient suggestion and "just tell the guy"?

The difficulty is not to be found in the nature of communication. The best way continues to be "show the guy" or "tell the guy." The answer is to be found within our sphere of living... life has become too complex. Business, especially, has become so complicated that few of us can be expert in more than a small and specialized part of it. We can deal directly within a relatively small segment of it. Our techniques for reaching people and making them understand must be improved immeasurably if we are to continue to progress. This seems paradoxical in view of the fact that during the past 25 years the physical means of communication have progressed more than in the entire history of mankind up to that time.

Communication has some meaning to each of us. But I seriously doubt whether any two of us are even close in our thinking as we contemplate the word.

New York University gives a course in communication covering these subjects: Good English, Vocabulary

Building, How to Read and Think and, for an extra \$35, a course in Language Meaning and Maturity; an introduction to General Semantics. Communication is something "physical" to the 'phone and telegraph companies, and electronics today is hailed as the "miracle of communication." To some it is a bridge of understanding between management and employees. To others it is advertising, promotion, public relations and training. We must be talking about a fairly comprehensive field. Perhaps we need some comprehensible communication about communication.

Insiders and Outsiders

There are two main areas of communication in business: Internal and External.

We communicate with outsiders largely through selling, advertising, promotion, publicity and training. Many of these areas are specialized forms of communication calling for the purchase of outside services. Managers in marketing are inclined to think that this external communication, so necessary to the sale of our wares, is the key problem of the company. While it is true that every activity involving the movement of a product from production to consumption is a mighty effort in communication, more and more it becomes apparent that faulty communication can seriously impede the internal growth

of the marketing structure. It also makes sense that some of the things learned about communication in the sales area have useful application in all the other business areas. But let's concentrate on internal communication.

In most companies the people involved in internal communication fall into four groups: top management, middle management, supervision, and other employees (salesmen, labor, office employees). As these groups become larger, the communication process becomes tougher... much tougher.

Three Main Avenues. Communication within the company follows three main avenues:

1. *Downward communications.* Without good downward communication, policies, orders, decisions and information cannot be brought to the action level. Top management is isolated from middle management and middle management from supervision. Decisions get lost or mired, and the efficiency of an army of employees may be impaired. The over-all philosophy of the company as expressed by top management may fail to penetrate to the lower levels.

2. *Upward communication.* Without good upward communication, management can't know enough of what's going on to make intelligent decisions. Without good upward communication, the lower echelons can't get the things they need from top

management. Sales tools, manpower, an adequate budget are examples.

3. *Lateral communication.* Without it we do not get proper interchange of information and ideas between departments. A working relationship between purchasing and sales is one example. Lateral coordination on every level of the management team is a demanding job today.

People Differ

We see wide differences in background and experience as we go from one level to another. There are distinctive differences in the people who compose the groups. In fact, when one considers the extent of these differences, he cannot help being struck by the enormity of the problem of communication, especially in a large organization.

If we are going to teach better communication to our people, there is one fundamental that must be accepted. *It is a constant awareness that we are reaching for the minds of individual people, and that there are always two people involved in the communication process — the man communicating on one side, and the man receiving the communication on the other.*

This is important. We almost never address our words, our pictures, our ideas to groups, to audiences. Until we get to that extremity of communication which releases the infection of mass hysteria, fear or joy, all communication is between one individual and another individual.

So first we must understand how best to transfer ideas from one mind to another mind. This is the starting point. This transfer is not a one-way street by any means, for in learning how to communicate our ideas to others, we also learn better how to understand and evaluate the things communicated to us. We learn how to listen.

Some blocks to communication. This process of transferring ideas from one mind to another is not simple. There are many road blocks along the way. One block is the intense competition for the mind of the other man. If he is like most of us, he is almost overwhelmed by the deluge. During his business day, he can't possibly absorb everything that comes across his desk and through the voices of people. Words and pictures via conversations, letters, telephone, radio, television, newspapers, magazines beat upon his consciousness dur-

(continued on page 150)

WHY IS EFFECTIVE COMMUNICATION SO IMPORTANT TO MANAGEMENT?

Answer: *If management is "the art of getting things done through others," managers can't manage without it. Communication, of one kind or another, is the medium of management.*

CONSIDER THESE MANAGEMENT FUNCTIONS:

Delegation
of
Authority

GOOD COMMUNICATION IS ESSENTIAL BECAUSE:

Men in lower echelons cannot work productively "in the dark." They must get the necessary information quickly and accurately. And without proper feedback, the top man cannot make sound decisions.

Maintenance
of
Adequate Controls

Even though proper delegation provides for some substantial degree of freedom to make decisions, some issues can be resolved only through communications between boss and subordinates. Otherwise there's danger of action contrary to the overall interests of the company or against established policy

Setting
of
Goals

Goals are achieved most easily when they are made understandable to those who will aim for them, and the fairness of the goals is accepted.

Measurement
of
Results

No one can measure results without prompt information from reliable sources.

Motivation
of
People

Communication is the only means for inspiring people who want to produce. In this area communication must be close and continuous, and it must embody the right psychological content.

Razors to Pens: Meet Paper-Mate's Casey



Thomas W. Casey—new v-p in charge of sales, The Paper-Mate Co., a subsidiary of The Gillette Co.—is a Boston Irishman with a Harvard accent. Not surprising. He graduated from there. When Gillette was thinking of hiring him in 1948, it discovered something in his past that looked promising for its future: Seems Casey joined the U. S. Army in 1941. When he came out in '46 he was a full colonel—at age 27! But this quiet, efficient guy cherished no illusions. He got his Gillette job. As a sales correspondent in Boston. In three months he was sent to Michigan as a full-fledged salesman and less than two years later he turned up in New York as assistant district sales manager. In 1952 he was sent back home—but hardly in disgrace. His job: executive assistant to the v-p in charge of razor sales. A little over a year ago he was assigned to The Paper-Mate Co. as general sales manager, with headquarters in Chicago. He and his wife live in Lake Forest, Ill., with their three daughters, one son—who have, says he, “Middle West twangs. Not a soft ‘a’ in a sentence—full!”



Crane's Stearns: No Plumber He

Last May the Crane Co. suffered a corporate setback visited upon few companies: A tragic plane crash wiped out some of the giant organization's best brains. Consequently, it's been necessary for Crane to go outside its own ranks for a new president. After sober and lengthy search he's been chosen: Neele E. Stearns, a burly, handsome 49-year-old ex-steel man is learning the plumbing business. Since 1938 Stearns has been with Inland Steel, for the past two years as v-p in charge of planning and development. It's pretty certain that had he stayed put he'd eventually have been Inland's president. Stearns is a self-made man, only son of a St. Louis printer. Worked his way through school, got a mechanical engineering degree, was a consultant engineer for seven years before he joined Inland. A non-flashy type, he's civic minded, considers himself economically and politically “new conservative.” His hobby is that *rara avis* of sports, curling—an old Scottish game related to bowling... Crane thinks it's got a winner in Neele Stearns. As one executive put it, “with the plane crash our executive potential was wiped out.” Since then Crane has shifted 21 executives to fill up gaps. Now the company looks to Stearns to guide it through the trackless places of the future.

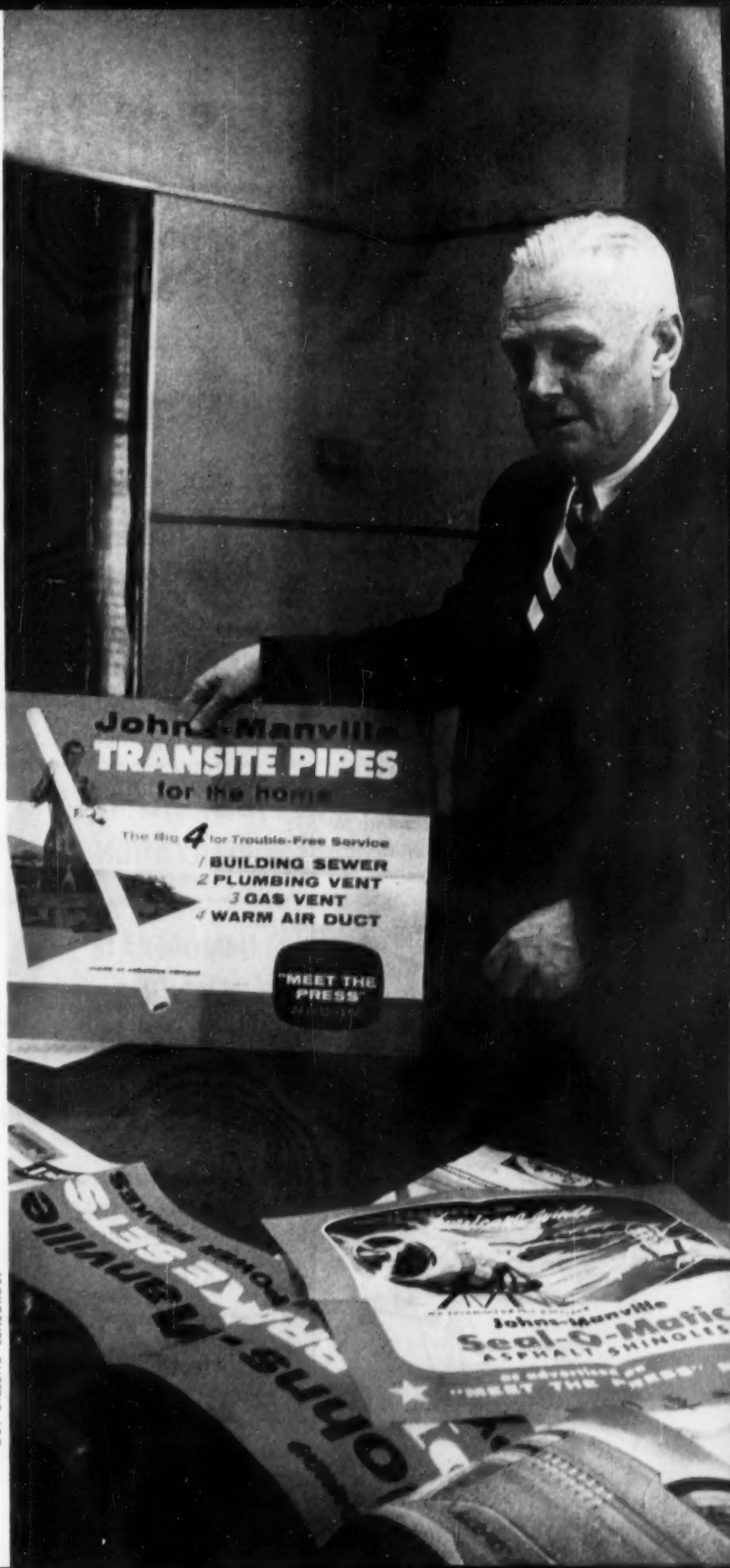
THEY'RE IN THE NEWS

BY HARRY WOODWARD

For 400 Basic Products: Sales Promotion

When you talk about Johns-Manville Corp. you begin to sound like Andy Brown: "One million, two million . . ." For J-M is *big*. Sales last year, for instance, were over \$310 million, up 9% over '55. And to keep everything big and growing bigger requires sales promotion. The gentleman now in charge of the job is big himself. He's Reginald L. Johnson, ex-Princetonian, ex-track star. He's recently been elected v-p in the Johns-Manville Sales Corp. which means he'll head all J-M advertising and sales promotion. One of his responsibilities: to act as executive sponsor of the company's TV program "Meet The Press" on NBC. Reg Johnson has been working with J-M's sales promotion since 1935. Today he oversees an ad budget that totals better than \$4½ million a year, covers more than 400 basic products. "I can't name them all," he says with a grin. "But I can give you a pretty good general breakdown." With it all, Johnson remains serene, charming, seemingly unhurried. He and his wife live a stone's throw from New York's George Washington Bridge, have two children—William, an attorney, and a married daughter who also makes her home in Riverdale.

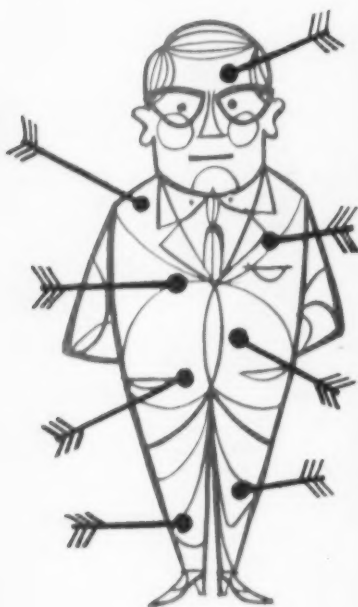
GUY GILLETTE-LENSGROUP



8 Major Threats to Your Health

You cannot escape it: You live a high-pressure life. Your normal routines are upset by travel. You must entertain quite often. If you are typical, your concern for your health is spasmodic. Yet, without systematic medical check-up and a sane and consistent health program, you run a grave risk of being forced into early retirement or "conking out" while you're still on the sunny side of sixty.

Life Extension Examiners, New York, collaborated with Sales Management's editors to design this simple check sheet to remind you of common abuses to your health... to note the symptoms that go with each... to specify the diseases that arise out of them... and to suggest what you can do by way of correction.



THE CRIME		THE CLUE	
OVER-EATING	➔	"Indigestion" Sluggishness Abdominal "fullness" Burping	➔
POORLY BALANCED DIET	➔	Digestive Disturbances Constipation Overweight Underweight Lack of Pep	➔
INADEQUATE SLEEP	➔	Fatigue — physical and mental Nervousness Irritability Headaches	➔
INSUFFICIENT RELAXATION	➔	Nervousness Loss of Interest Fatigue Job Inefficiency	➔
IMMODERATE SMOKING	➔	Nose, Throat, Bronchial Irritations Nervousness Palpitation Chest Pains Leg Cramps	➔
IMMODERATE DRINKING	➔	Digestive Disturbances Loss of Appetite Nervousness "D. T's."	➔
OVER EXERCISE	➔	Chest Pains Shortness of Breath Palpitation Excessive Fatigue Acute Indigestion	➔
INADEQUATE EXERCISE	➔	Constipation Fatigue Sluggishness Loss of Interest	➔

and Working Efficiency

THE SENTENCE	THE SOLUTION
OVERWEIGHT —an open invitation to: 1. HEART DISEASE 2. HIGH BLOOD PRESSURE 3. DIABETES	Keep your eye on the scales and your weight within normal limits. If you can't control your weight, don't diet temporarily, change your eating habits permanently.
ANEMIA NUTRITIONAL DEFICIENCIES GALL BLADDER DISORDERS	Each day your menu should include: meat fish or eggs; milk or cheese; fresh fruit (citrus included); green and starchy vegetables; butter; bread; and whole-grained cereal.
NERVOUS DISORDERS DIGESTIVE UPSETS FUNCTIONAL DISTURBANCES PSYCHOSOMATIC AFFECTS	You should average 7-8 hrs. of sleep each night. A short walk, glass of warm milk or warm bath will induce sleep. Use sedatives only with medical supervision.
NERVOUS DISORDERS PHYSICAL DISORDERS CIRCULATORY DISTURBANCES	Get one full day of rest from business a week. Take an uninterrupted 2 week vacation every year. Change your routine for a while each day through hobbies, interests, exercise.
HEART IRREGULARITIES BLOOD VESSEL SPASMS INFLAMATION OF NOSE and THROAT	Cut down or cut out your smoking!
STOMACH DISORDERS LIVER DISORDERS MALNUTRITION (Vitamin Deficiencies) MENTAL CHANGES	An average of two alcoholic drinks a day will not harm the normal person. If you average more, better start tapering down.
HEART STRAIN	Exercise in moderation. Know your limitations! Avoid strenuous exercise immediately after eating. Never carry exercise past the point of fatigue.
No particular disease, BUT, a run-down, flabby body is an easy target for any disease.	Try to walk 15 minutes 3 times a day — more if you can. Maintain proper posture, sitting, standing, walking. Moderate sports will help. Golf and bowling are excellent.



Jet-Assisted "Hatching" Spawns Jet-Spray Bon Ami

New management—United Dye & Chemical Corp.—does some heavy slugging to pull Bon Ami Co. out of the sales and profits slump that resulted when predecessors cut advertising to the bone and disbanded the sales force.

By LAWRENCE M. HUGHES

First-quarter 1956 advertising expenditure: \$75,000.

First-quarter 1957 advertising budget: \$1,015,000.

This 13-fold multiplication suggests the speed with which 71-year-old Bon Ami Co. has stepped out of a quiet-carpeted retreat in downtown Manhattan to zoom across the land.

New controlling owners, new managers and marketers, new policies and programs are selling Mrs. USA on Jet-Spray Bon Ami, the old outfit's first new National product in 43 years. And riding higher with it is the old Bon Ami cleanser.

At food-broker sales meetings punctuated by screeching jets, the initials of Bon Ami's new agency, Ruthrauff & Ryan, are turned into Rock 'n' Roll for current excitement and Revolution & Regeneration for all the large plans and the larger hopes.

Blown up on broadsides, a little yellow creature which for 55 years has stood for Bon Ami looks ready to clean up:

"Like the chick that's newly hatched

Bon Ami has never scratched."

The brokers and their salesmen learn that "Hasn't Scratched Yet" also applies to the windows and other household surfaces on which new Jet-Spray Bon Ami is put to work.

In sales (as such competitors as Glass Wax and Windex may testify)

the new chick already has made quite a dent.

To pushbutton aerosol Jet-Spray have been added silicones. Other Bon Ami newcomers are in the making.

One man who thinks that the rewards from all this stirring will repay the cost is Virgil D. Dardi, president of United Dye & Chemical Corp., New York. Last May United Dye acquired working control of Bon Ami. In the last five months of 1956 Bon Ami's dollar sales soared 283.9% from the parallel period of 1955. Despite the cost of the comeback Bon Ami, as always, stayed in the black.

How to Lose a Market

Yet conservatism, and even consistency, in the strongly competitive cleanser business had caught Bon Ami in creeping paralysis. For six decades the company had sold the same products (Bon Ami cake and then powder), under the same policies, through three generations of the Childs family.

In 1886 the cake appeared in Manchester, Conn., near Hartford. Six years later the brothers William Hamlin and W. H. H. Childs bought it named it Bon Ami, and began to distribute it widely. About 1905 they began to advertise nationally, and in 1920 they first issued shares to the public.

The annual report for 1953 noted the death of Board Chairman Eversley Childs, son of W. H. H.: "For 61 years (Eversley) was closely connected with the company." Into the chairmanship moved his son, Richard S., who had served Bon Ami for 41 years.

But Richard was to stay there only a year more. Another group moved in, and out, before United Dye took over.

Still, against scores of contenders, from Cudahy to Colgate, the Childs' conservatism, coupled with consistent advertising, kept Bon Ami steadily solvent. In fact, for the size of its sales, the chick laid quite a string of golden eggs.

United Dye acquired a 40% interest in a company with no long-term debt and a 15-to-1 current ratio of assets to liabilities. Bon Ami's fixed assets had been written down to \$686,000. Two-thirds of all assets were in cash, Government bonds and other securities. Earned surplus was \$3.1 million.

Bon Ami's reports also include "subsidiaries": Parent Bon Ami (Delaware) owns Bon Ami Sales Co. (N. J.); Orford Soap Co., Manchester, Conn., which makes the products, and Whitehall Co., Maine, which mines feldspar for Orford and, in the process, mica for other customers. Bon Ami also has long manufactured in Canada and Australia.

Three decades ago Bon Ami could boast of being "the third most widely distributed specialty carried by grocery stores." Handled by 95% of groceries in the U. S. and Canada, it was also sold in 50 countries.

Advertising fertilized the golden eggs.

In 1929 \$800,000 for advertising helped Bon Ami to sell \$3.7 million, and to emerge with an after-tax net profit of \$1.3 million. Ratios to sales: Advertising 22%; profit 35%.

During the depression's depths, in 1932 and 1933, sales dropped to \$2.8 million. But even then—with advertising increased to around 30% of sales—profit ratio was kept above 30%.

Bon Ami's all-time sales peak of \$5.9 million was reached in 1946. While the profit ratio still was nearly 25%, the advertising ratio had dropped to less than 12% . . . The Childs had started to "conserve."

Enter Ajax

Colgate, Palmolive emerged from World War II with Ajax cleanser and a multimillion-dollar-a-year advertising program for it. Other contenders became more aggressive. Bon Ami met them by "conserving." Its 25-man sales force was disbanded.

Distribution was reduced to a score of brokers, mainly on the east and west coasts. Advertising was largely confined to grocery-store-distributed magazines in these areas.

In their last years with Bon Ami the aging Childs' had seen their sales cut in a decade more than 50% to around \$3 million, and their net profit 80% to about \$200,000.

But they "saved money" on advertising!

Richard Childs told stockholders for 1953 that "elimination of special promotions involved a lower expenditure for advertising." These "savings" would be "conserved (for) future developments." Despite "lower sales and earnings in recent years, we have conserved the company's surplus."

Nevertheless, Bon Ami had an eye on "large sales potentialities." A new formula would be market-tested. More products were sought.

In their final 1954 the Childs' saw sales slip a bit more . . . But Richard reported 5% more net profit, and he salted away into surplus exactly \$41,968.73.

The new formula finally was being market-tested — apparently without much as yet to show for it. The stockholders were told about "possible mergers."

The 1955 report bore unfamiliar names. It was signed by one Nathan Cummings, as chairman, and Lester G. Clark, president. From secretary and treasurer under the Childs', Clark was advanced to president, general manager and treasurer. Cummings controls big Consolidated Foods Corp., Chicago wholesaler. Several members of the new board built that lusty super market chain, Food Fair . . . But probably they knew their groceries too well to interest rival super markets in Bon Ami.

Though sales fell to \$2.8 million and net to \$135,000, this group told of drastic changes: "Good will and trademarks," for 40 years carried at \$2,850,000, were written down to \$1. Capital stock account was squeezed from \$4.1 million to \$2 million. Dividends on the "A" stock finally lapsed. The Childs' precious earned surplus fell from \$3.7 to \$3.1 million.

However, "new policies and pro-

cedures were instituted." The Cummings group had made plans for new products.

Last April 20 a new "Instant" Bon Ami made its debut in a three-city campaign in Richmond, Va., Harrisburg and Syracuse.

Ten days later United Dye & Chemical got control of Bon Ami.

The United people decided not only to go through with the three-city program but to sell the new product nationally—and fast. Changes multiplied. While still called "Instant" for the three months in the three original markets, the name was changed to Jet-Spray. The "national" can would be 14 ounces instead of 12. Test-market findings have caused the label to be altered twice. People were found to like the new product, not only for its original "window-cleaning" purpose, but for porcelain, metal and other surfaces.



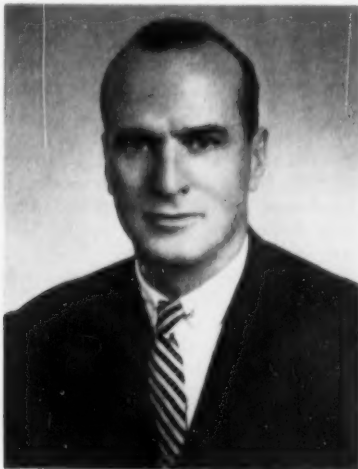
Virgil D. Dardi,
president, United Dye & Chemical



Robert G. Hackwith,
v-p for marketing



John A. McDonald,
v-p for sales



Kenneth J. Beirn,
president, Ruthrauff & Ryan, Inc.



JET BON AMI BARNSTORMERS. This group, which includes President Dardi, other company brass and representatives of firm's advertising and PR agencies, introduce "Hazel" at sales meetings in San Francisco, Chicago, Atlanta and New York where they are presenting the company's 1957 plans to brokers.

The tests produced sales, as well as information. John A. McDonald, sales manager, says that "we won more than 50% of the window-cleaner dollar market in the three areas. In the eight months since—despite harder slugging by established competitors and introduction of local aerosols to capitalize on Bon Ami's — we still held a large hunk of these markets."

The tests were supported by heavy advertising in newspapers, on radio and TV, through Norman, Craig & Kummel, New York. The "Cum-mings" regime had picked this agency to replace Batten, Barton, Durstine & Osborn. On June 1, Bon Ami's newest regime chose Ruthrauff & Ryan, from six agencies considered, for its grocery-product experience and, as one Bon Ami executive says, "its proved ability to obtain sales" by intensive consumer advertising. With R&R's own new president, Kenneth J. Beirn, serving as "account supervisor," an across-the-board campaign was built in 30 days.

Meanwhile, new blood has been poured into old Bon Ami. Chairman of the board now is Alexander L. Guterma, and chairman of the executive committee, V. D. Dardi. Both are with United Dye. Harry S. Adams is executive vice-president. Among other officers is Dr. Daniel H. Terry, v-p for research and development, whose Formula 107 has become Jet-Spray Bon Ami. No president has been named to succeed Lester Clark, who left last May. Meanwhile Harry Adams is in day-to-day charge, with plenty of assists from such men as Dardi and Guterma.

Dardi got his start in business-

doctoring in San Francisco with the late Amadeo P. Giannini and Bank of America. Adams was a financial consultant there. In August 1955 Dardi asked Adams to come to New York for "four or five days" on some of United Dye's problems. After nine months at them Adams finally was set to fly home last May, when Dardi asked him to go downtown and tackle Bon Ami.

Creating a Sales Force

National distribution of Jet-Spray was scheduled to start on July 1. New York Metropolitan Area brokers and their people would hear all about it on June 25; Middle Atlantic brokers on July 3. During July and August other meetings would be held in Chicago, Dallas, Atlanta and San Francisco.

Promoted last July from assistant sales manager to sales manager, John A. McDonald (a veteran of two and a half years with Bon Ami!) found

himself "the only sales person in our entire organization. For all the United States and Canada we then had only 44 brokers. We were 'absent' from many major markets."

While the local brokers and their salesmen worked on the three-city tests (selling 85% to 90% of all grocery stores, and getting 40% of the total to run displays for a week or longer), McDonald was flying over the country signing up new brokers. Many he already knew. Others were screened beforehand by questionnaire. He sought "specialty" brokers, handling only eight or 10 lines each, none of which would compete with Bon Ami. A few he met and signed at airports, between flights. On a good day he would line up brokers in two far-apart markets.

By the time Jet-Spray was ready to take off Bon Ami had 64 brokers in its fold. The total is now 74 in the U. S. and Canada.

The steel strike delayed the meetings for three weeks . . . but not the campaign . . . as orders from brokers poured in suppliers strained to meet demand. Monthly, for four months, for example, Continental Filling Corp. doubled production. And for four weeks Continental used an outdoor filling line, while a new factory was built around it!

McDonald began to get "help":

In September Robert Dahling, from American Steel Wool Mfg. Co., became assistant sales manager, and John J. Shaw, from Durkee Famous Foods, sales promotion manager.

In October Delbert J. Cook joined Ruthrauff & Ryan as an account supervisor (specifically on Bon Ami) and grocery products merchandiser. Cook had been national merchandising coordinator with National Dairy.

Also that month Robert G. Hackwith, former sales manager, Duncan Hines Division of State Brand Creameries, joined Bon Ami as director of market planning and advertising.

Bon Ami's 1956 Expenditures Exceeded 1952-55 Combined

In 1956—and predominantly in the last five months—the new regime at Bon Ami Co. spent \$1,290,233 for advertising.

This was more than one-fourth as much as the \$4,718,204 spent in the nine years, 1947-55, combined. It exceeded the \$1,238,553 doled out to advertising by two previous regimes over the entire four-year period 1952-55.

Nation-wide introduction of Jet-Spray Bon Ami—supported by intensive advertising on TV, radio, in newspapers, magazines, business papers, and by point-of-purchase — lifted the company's sales from \$941,857 in the last five months of 1955 to \$3,616,324 in the parallel period of 1956.

This was an increase of 283.9%.



they Buy More because they Have More!

● The moral of our picture is this: as a market, Indianapolis beats everything. Furniture-household-radio store sales, for instance, are 22.4% above the national average. Drug store sales are up 82.4% . . . with general merchandise sales ahead of the game by an astonishing 82.6%! Small wonder. Indianapolis ranks 7th nationally in retail sales per capita, among cities over 600,000 . . . and our average income per family is \$6,669, a fat 39.3% over the national level!* So whether you're selling food mixers or cement mixers, count us in. Now, take a look at these other important facts about Indianapolis:

► It's BIG.

► It's STEADY . . . a balance between industry and agriculture that assures a stable market.

► You get SATURATION COVERAGE of the metropolitan area, plus an effective bonus coverage of the 44 surrounding counties in The Indianapolis Star and The Indianapolis News. Write for complete market and circulation data.

Member, Metro Sunday Magazine Network
Member, Metro Sunday Comics Network

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES

*Sales Management, Survey of Buying Power, May 10, 1956

THE INDIANAPOLIS STAR

YOUR FIRST TEAM FOR SALES IN INDIANA

THE INDIANAPOLIS NEWS



MARCH 15, 1957

39

Meanwhile, McDonald found time to select regional sales managers at New York, Chicago, Dallas and San Francisco, and is now naming one for the Southeast, at Atlanta. These men get brief training at hq. before starting to work with the brokers and their salesmen — who in turn sell wholesalers, chains and grocery co-operatives.

Their progress is suggested by the fact that new Jet-Spray Bon Ami is now carried by all top 20 grocery chains—including all the warehouses of A&P.

Jet-Spray was four years a-borning. It was conceived, says Research and Development Director Terry, "not in the laboratory, but with a market study" of consumers' wants in window-cleaners; the prices they would pay, and the current dollar volume and probable potential of such products.

Sales volume of liquid window cleaners is estimated by *Food Topics* at \$12 million.

Bon Ami sought a cleaner that would be "competitive in price and superior in cleaning ability" to other

liquids. The addition of silicones, Terry explains, improved cleaning and polishing and made the job easier. The chosen Formulation No. 107 was effective on glass, tile and metal and painted wooden surfaces.

In some months of consumer-panel testing Bon Ami learned that 80% of regular users of both powdery-type and liquid cleaners "preferred" the new product: 63% of all these women said that it "gets the job over in a jiffy"; 82%, that it "needs so little polishing"; 84%, that it "gets windows and mirrors completely clean without streaking."

Advertising for Jet-Spray broke last August on TV, radio and in newspapers in the New York Metropolitan Area — supported by a publicity bombardment from the New York firm of John J. O'Leary & Co.

On September 17 came the big push: Large space in 288 newspapers in 282 cities; full pages in *The American Weekly*, *Parade* and *This Week* and in 18 independent Sunday newspaper magazines; participations in five full-network TV programs: "Today," "Home" and "Matinee Theatre" on NBC; "Morning Show" on CBS, and "Afternoon Film Festival" on ABC.

"Saturation" Campaigns

Then came a "Sellethon": On one day, in each of 16 markets in the eastern half of the country in September and in 27 western markets in October, Jet-Spray rode on 32 TV spots. In most cities the day's 32 were divided between two stations.

Life for October 15 carried a Jet-Spray double-spread.

More "Sellethon" in November. In the first two days at least 100 radio spots proclaimed the product on stations across the country, while 40 TV spots were used in the New York Met Area alone. A second November two-day drive embraced 30 TV spots in each of 80 markets, and two 600-line ads in newspapers of 130 cities.

Christmas brought no vacation. To "spur holiday activity among store buyers," publicity releases and a busy-Santa Claus ad in grocery trade papers announced Bon Ami's discovery: "During holiday seasons, the demand for cleaners rises with increase in home entertaining and the housewife's desire to show her home at its best." . . . Also, in a lot of stores, stocks of Jet-Spray had then been sharply reduced. Store displays suggested that the hostess (dressed to receive her guests) still could touch the place up a bit with Jet-Spray.

All this stir over Jet-Spray, how-

ever, did not let the company lose sight of the old Bon Ami powder, and the need to introduce a younger generation of housewives to it.

For 1957 bigger plans were made for both products.

While two "consumer-reporting" organizations had rated Bon Ami powder as the mildest cleanser, their findings were not to be quoted. So U. S. Testing Co. was asked to make the same studies. Here, too, Bon Ami shone.

Old Bon Ami Comes Back

In December the company told brokers that a series of page ads in *Reader's Digest*, starting with the January issue, would "rock the cleanser market." (Both the English- and French-language editions of the *Digest* in Canada also are scheduled.)

To show "your buyers laboratory proof that Bon Ami cleanser is the only cleanser *proved safe*," wrote Sales Promotion Manager Shaw, the brokers were offered:

1. An RD brochure, with "the complete sales story bound right in the January issue."

In special up-front pages the 1,500 copies of this "edition" roared: "*Reader's Digest* stirs America — all America! Remember the Cigarette Cancer Scare? . . . the Chlorophyll Craze? . . . the Overnight Success of Adolph's Meat Tenderizer? . . ."

Bon Ami's first ad, in "editorial" style, warned: "Unknowingly, millions of women use cleansers that 'eat away' luster of porcelain sinks and tubs." The second, for February, showed microphotos of U. S. Testing's findings.

2. A "scratch test kit" contains samples of four competitive cleansers. In separate spaces on a shiny aluminum-foil surface brokers' salesmen ask grocery buyers to rub 10 strokes of each competitive brand. Then (in space as big as the rest combined) they apply 10 of Bon Ami.

3. Point-of-purchase ammunition includes a display base on which, "in seconds," either Bon Ami cleanser or Jet-Spray can be stacked off the floor, and a 17" x 22" blow-up of the January RD ad with the superimposed headline: "Don't read this if you are a slapdash housekeeper!"

Brokers learned too of promotional allowances, a display agreement and a brand new cooperative merchandising program. Both cleanser and Jet-Spray have separate co-op funds.

Brokers might offer *all* their direct customers 50 cents per case bought; —plus 3% co-op merchandising fund on customers' purchases, less free

Parents
MAGAZINE & FAMILY HOME GUIDE

**Biggest
April
Advertising
Revenue
in its
History**

**completing a
revenue gain of
15% for the first
third of 1957**

**1,700,000
CIRCULATION**



Detroit's 1956 Advertising Box Score

RETAIL LINAGE

The News	22,392,973
Free Press	11,652,110
Times	11,239,273

GENERAL LINAGE

The News	5,869,762
Free Press	3,946,886
Times	3,579,667

CLASSIFIED LINAGE

The News	12,756,392
Free Press	4,410,984
Times	3,412,080

TOTAL LINAGE

The News	43,554,089
Free Press	22,313,349
Times	20,167,010

WEEKDAY CIRCULATION 453,579
SUNDAY CIRCULATION 566,471

During 1956, The Detroit News again demonstrated its effectiveness as an advertising medium by publishing more lineage than both other Detroit newspapers combined—and the greatest volume in The Detroit News' 83 years.

Once again, The News was among the first ten newspapers in the U.S. in total advertising—a record maintained for more than a third of a century.

To obtain its dominating circulation leadership in the 6-county area which produces 98% of all business done by Detroit retailers, The News relies on reader interest alone.

*Nothing sells the rich Detroit market like The Detroit News.
If you use The News, you know!*

The Detroit News

THE HOME NEWSPAPER

Eastern Office . . . 260 Madison Ave., New York
Chicago Office . . . 435 N. Michigan Ave., Tribune Tower
Pacific Office . . . 785 Market St., San Francisco
Miami Beach . . . The Leonard Co., 311 Lincoln Road



Kleen 'n Krisp for RY-KRISP



IDEA NO. 102

Telling shoppers about the many tasty menus featuring famous RY-KRISP is a b-i-g job. But the ingenious ad staff of RALSTON-PURINA CO., St. Louis, made it easy with this novel die-cut "Smorgas-Board," featuring two inviting "Take-One" recipe pads. And they made it easy for retailers, too, by using four heavy-duty KLEEN-STIK Strips on the back flap to make the display stick tight on shelf or counter! Mighty tasty production job by CONTINENTAL LITHOGRAPHERS, INC., St. Louis.

Outstanding
P.O.P. Ideas
Featuring the World's Most
Versatile Self-Sticking Adhesive!

Three Jobs . . . Three Labels



IDEA NO. 103

Building a name . . . displaying product features . . . identifying contents—three different jobs attractively and efficiently handled by KLEEN-STIK Labels, on this sample display box for MERCK & CO., Rahway, N.J., pharmaceutical house! Designed by Merck's BILL POWERS, Gold Foil KLEEN-STIK was chosen for the top label because it "outshone" gold stamping; inside and bottom labels were printed on Kromekote KLEEN-STIK for high visibility. "Terrific trio" by CAMEO DIE & LABEL CO., N.Y.C. All feature famous KLEEN-STIK — so "stickable" on plastic and other hard-to-label surfaces.

See your regular printer, lithographer, or silk screen printer for more business-building KLEEN-STIK ideas . . . or write on your letterhead for our free "Idea-of-the-Month."

KLEEN-STIK Products, Inc.

Pioneers in Pressure-Sensitive
for Advertising and Labeling

7300 W. Wilson Ave. • Chicago 31, Ill.

goods, in fourth quarter 1956;—plus 25 cents per case display allowance for minimum five-case display.

On January 21, at Hotel Roosevelt, New York, Bon Ami wound up a whirlwind, coast-to-coast series of meetings with brokers on first-quarter strategy: "Jet-Spray will take off booming," and Bon Ami cleanser would come back in a big way.

Second-quarter plans were not yet set, Bob Hackwith explained, "because of expanding marketing objectives. Advertising will be kept flexible. While basically, it's a national program, we'll intensify local coverage where it will do the most good."

TV Takes Two-Thirds

"Our job," said Ken Beirn of Ruthrauff & Ryan, "is to prove the product advantages in terms of the buyer's needs." He showed the brokers the next newspaper ad ("Lacy froth sprays on — dirt wipes off") and a *Saturday Evening Post* double-spread, in which a woman goes "spellbound at the way the new Jet-Froth formula shortcuts cleaning."

Del Cook of R&R pointed out that Bon Ami's advertising would reach all families — including all the new families. But Bon Ami also must reach and sway them in the stores. Among 380,000 U. S. grocery stores, half of all grocery volume is now done by 20,000 super markets. These, however, stock 3,000 to 5,000 items. Bon Ami's products must not only be stocked by these stores—but displayed.

Meanwhile, advertising with "the explosive power of projectiles" would blow in the consumers.

1. Of \$1 million budgeted for the first quarter, TV takes two-thirds. Bon Ami bought participations in such shows as John Daly's news reports and "Circus Time" on ABC; "West Point" on CBS; and "Today" and "Matinee Theatre" on NBC; continues on "Million-Dollar Movie" over WOR-TV, New York, and also gets 10 to 15 TV spots a week in major markets across the map.

2. Radio coverage includes not only spots but participations on 10 network shows — mainly daytime, on ABC, CBS and NBC — with a total of 438 unduplicated stations. In Metropolitan New York alone 80 to 100 radio spots are used weekly.

3. Speakers called the spread in *The Saturday Evening Post* of February 15 the "spearhead" of the first-quarter drive. "Hazel," by Ted Key, this magazine's cartoon character, has gone "commercial" for the first time, in Bon Ami displays. A preprint of the *Post* ad went to 4,000 store buy-

ers, and a special "Hazel" mailing to all IGA stores. The first 50 brokers to turn in sales reports received a "Post Story Book," signed "Hazel."

4. In 297 newspapers in 286 markets, Bon Ami will run two 1,000-line ads, and will follow up with an 800-line insertion.

John O'Leary extolled "public relations as a vital sales tool: Planned support of other activities adds up to balanced impulse."

Last fall's activities—first salvos in a year-round siege — got Jet-Spray publicized in newspapers to "over 15 million customers"; reached 14.5 million on radio and TV, and 4.5 million more through a feature piece in *Woman's Home Companion*.

The publicists in fact created "events." In the program for the management meeting of Super Market Institute at Miami Beach in December Bon Ami staged an aquatic carnival at the Americana Hotel. In September Bon Ami held a fashion show for newspaper food editors. . . . The 10 millionth can of Jet-Spray to be produced since last summer will be packaged soon—in gold.

Meanwhile, research is checking every step.

Brokers were told that housekeepers use Jet-Spray in seven ways—from 56% for windows and 53% for porcelain down to 15% who put it to work on chrome and other metals.

Thus the newest label shows Jet-Spray being applied to windows, mirrors, painted woodwork and refrigerators, and says it is "also good" for other specific surfaces. Purchaser is guaranteed "full price refund (recommended retail price is 69 cents) if not 100% satisfied." For "heavier-duty cleaning jobs," Jet-Spray's label suggests, "Use regular BON AMI cleanser or cake."

In its first month of nation-wide distribution, 85% of people interviewed said they had heard of the new product—86% of these "hearers" on TV. Already, Jet-Spray stood "number one among cleaners in TV response." . . . Twenty-two percent of those interviewed had bought it, and 86% said they would buy it.

In March Bon Ami Company's new management will report to stockholders for 1956. Sales were increased from \$2.8 million in 1955 to \$5.4 million. Due to the costs of jet-age hatching, the \$135,000 profit of the year before declined to \$105,000.

But Bon Ami's people seem pleased at the progress thus far. They intend to go on making good friends for their little chick in a great big way.

The End

month after month...

15½ million* men and women "live by the book"
...and the book is Better Homes and Gardens

4,250,000 COPIES EACH MONTH



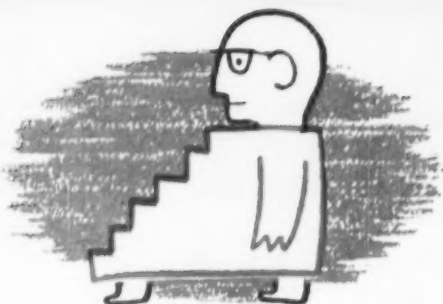
"The book" appeals to men and women individually through their family interests. Over 31% of the readers of an average issue reported they had recommended, mentioned or discussed one or more items from a BH&G article or ad with somebody in the household or a friend. A total of 10,700,000 discussions! The more they read, the more they talk, the more they buy! 15,500,000 people read an average issue. One third of the 123,800,000 people in the U.S. 10 years of age or older read one or more of every twelve issues. That's 44,150,000 Better Homes and Gardens readers—and over 40% of them are men. Meredith Publishing Company, Des Moines 3, Iowa.

during the year...

$\frac{1}{3}$ of America
reads Better Homes & Gardens!

* A 12 Months' Study of BH&G Readers, Alfred Politz Research, Inc., 1956

action in



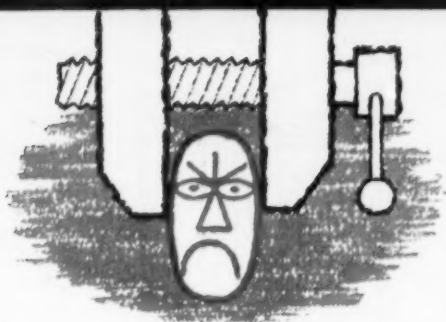
NOVEMBER 1956 ISSUE

"SIX STEPS TO EXECUTIVE SUCCESS"

CONTENT: Basic requirements for getting things done through people.

RESPONSE: 43,720 paid reprints ordered by 1458 companies, among them:

COMPANIES: Armour & Co.; Corning Glass Works; E. I. du Pont de Nemours & Co.; General Electric Co.; The Hallicrafters Co.; Kimberly-Clark Corp.; Libby, McNeill & Libby; Lone Star Gas Co.; Marquette Cement Manufacturing Co.; McKesson & Robbins, Inc.; Missouri Pacific Railroad Co.; Mountain States Telephone & Telegraph Co.; Pennsylvania Salt Manufacturing Co.; Pillsbury Mills, Inc.; Seaboard Finance Co.; United States Rubber Co.



SEPTEMBER 1956 ISSUE

"HOW TO LIVE WITH JOB PRESSURE"

CONTENT: 14 concrete ways to relieve the personal strain imposed by today's business life.

RESPONSE: 27,162 paid reprints ordered by 888 firms, among them:

COMPANIES: American Marietta Co.; Bridgeport Brass Co.; Connecticut General Life Insurance Co.; Food Machinery & Chemical Corp.; General Aniline & Film Corp.; W. T. Grant Co.; Inland Steel Co.; Johnson & Johnson; "Junket" Brand Foods; Massey-Harris-Ferguson, Inc.; Mohawk Airlines, Inc.; Monongahela Power Co.; Strathmore Paper Co.; Utah Power & Light Co.; Westinghouse Electric Corp.

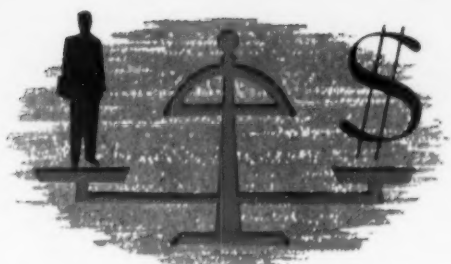
*19,345 business firms purchased
633,075 reprints in 1956 from*

Key men in all types of business read Nation's Business. Their 19,345 requests for 633,075 reprints during 1956 reflect the nationwide power of the magazine designed for business owners. Of the 779,000 Nation's Business subscribers, 550,000 are the owners, partners, presidents or stockholding executives in manufacturing, banking, retailing and

wholesaling, construction, transportation. And Nation's Business readers are responsive to advertising, too. That's why action in business results when you advertise to the men who own American business . . . in Nation's Business.

*Write for reprints
of any or all of the articles mentioned*

business



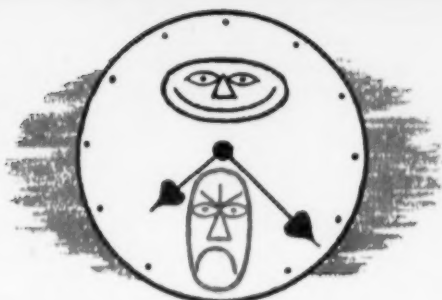
JULY 1956 ISSUE

"BUSINESS IN POLITICS...how far you can go"

CONTENT: Specific ways in which businessmen can participate importantly in political activity.

RESPONSE: 22,558 paid reprints ordered by 110 companies, among them:

COMPANIES: American Cotton Manufacturers' Institute; Armco Steel Corp.; Burlington Lines; Caterpillar Tractor Co.; The Reuben H. Donnelley Corp.; The Equitable Life Assurance Society of the U. S.; Kentucky Utilities Co.; Latrobe Steel Co.; Libbey-Owens-Ford Glass Co.; Newsweek; Powers Regulator Co.; St. Louis Independent Packing Co.; Solar Aircraft Co.; Sunray Mid-Continent Oil Co.; University of San Francisco.



OCTOBER 1956 ISSUE

"MAKE THE TIME YOU NEED"

CONTENT: Six helpful steps you can take to accomplish more things in the time you have.

RESPONSE: 38,484 paid reprints ordered by 1320 companies, among them:

COMPANIES: American Can Co.; American Metal Products Co.; Commercial Solvents Corp.; Ethyl Corp.; Fire Association of Philadelphia; General Mills, Inc.; Gillette Safety Razor Co.; Idaho Power Co.; The Kroger Co.; The McKay Co.; Minnesota Mining & Manufacturing Co.; The Quaker Oats Co.; Regal Ware, Inc.; Thatcher Glass Manufacturing Co., Inc.; Underwood Corp.; Wyandotte Chemicals Corp.

Nation's Business

ADVERTISING HEADQUARTERS: 711 THIRD AVENUE, NEW YORK 17, N.Y.

Washington • Chicago • Philadelphia • Cleveland • Detroit • Los Angeles • San Francisco

779,902 PAID CIRCULATION (A.B.C.), including 75,154 executives of business members of the National Chamber of Commerce and 704,586 businessmen who have personal subscriptions.

WORTH WRITING FOR...

Magazine Audiences

Seven magazines have been surveyed by Alfred Politz Research, Inc., for *Reader's Digest*, *Good Housekeeping*, *Life*, *Look*, *McCall's*, *The Saturday Evening Post*, *This Week*, and *Reader's Digest*. Findings are being published in five reports, the first three of which are now available. In the preface to Report No. 1 the *Digest* voiced the hope that from the study will emerge "a new dimension . . . total reading days." It is a three-part measurement with these components: audience—the total number of people who read an average issue; average reading days—average number of days that a reader reads an issue one or more times; total reading days—total number of days that the audience reads an issue one or more times (minimum number of exposures of an issue to its audience). Report No. 2 includes basic data on the kind of people who read the seven magazines, as well as the average and total number of reading days for each publication. Report No. 3 includes

basic data on possessions and recent purchases by readers of the seven publications. For a copy of "A Study of Seven Publications, Their Audiences and Reading Days," write to John F. Maloney, Research Director, *The Reader's Digest*, Pleasantville, N. Y.

Market Analysis

This study shows how the same market analysis procedures used successfully by larger firms can be just as effectively and profitably used by smaller companies. It describes practical methods for applying data from *County Business Patterns*, a Census Bureau compilation of material gathered by the Bureau of Old Age and Survivors Insurance. Specific examples are illustrated by case histories based on experience, and several potential applications are discussed. It can be used in locating and measuring markets, determining sales potentials, establishing sales and advertising quotas, or in similar types of market

analysis and research. A copy of "Market Analysis Tools — County Business Patterns," may be obtained from Harry W. Ketchum, Director, Office of Distribution, United States Department of Commerce, Washington 25, D. C.

Negro Market Candy Sales

Main factors influencing consumer buying of boxed candy are packaging and quality according to a survey of retail outlets in predominately Negro areas in Atlanta, Chicago, Cleveland, Detroit, Los Angeles, New Orleans, New York, Philadelphia, St. Louis and Washington, D. C. Occasions for purchases: special gifts (birthdays, Mother's Day, Valentine Day), 51.2%; Easter, 19.1%; Christmas, 29.7%. Of drug, grocery, confectionery, chain, tobacco and unclassified outlets (luncheonettes, etc.), 54.4% report steady traffic; 41.4%, increased traffic; 3.0%, a downward trend. Of 53 candy bar brands surveyed, Hershey tops with 18.3% preference. From pattern of distribution of box candy brands, it is evident that the majority are sectional or local brands. Of the two nationally distributed brands, Whitman's holds

THINK THIS IS COVERAGE?



Pretty good coverage, isn't it? But we can beat it in "Test Town, U.S.A." The South Bend Tribune saturates South Bend's City Corporate Area (108.9% family coverage)—and reaches 90.6% of the families in the South Bend Metropolitan Area! The beauty of this is that you can completely cover this market, one of America's richest, with only one newspaper—for the low rate of 30c a line! Learn more. Write for free market data book.

**The
South Bend
Tribune**



The South Bend, Ind. Market:
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

Close more sales to hospitals in 1957



Reach the greatest number of people who buy for hospitals

1. Meet more new customers at the American Hospital Association's 59th Convention at Atlantic City, New Jersey — September 30 to October 3, 1957

Send for folder
"THE HOSPITAL
MERCHANDISE MART"

2. Keep telling more new customers about your products in **HOSPITALS** for continuous, direct-line contact with the greatest concentration of people who buy for hospitals.

Send for folder "Pre-Eminent
Voice in the Hospital Market"



HOSPITALS



JOURNAL OF THE
AMERICAN HOSPITAL ASSOCIATION

18 East Division Street — Chicago 10, Illinois

Bremen I. Johnson, Business Manager

a slight lead over Schrafft's. In 92.0% of the outlets checked, candy is sold over the counter. Only 42 (or 17.6%) of all the stores surveyed maintain refrigerated cabinets. All outlets with refrigeration sell box candy. For a copy of the full report, "Survey of Candy Sales in the Negro Market," write to John H. Johnson, Publisher, *Ebony Magazine*, 1820 S. Michigan Ave., Chicago 16, Ill.

Rapid City, S. D.

1957 business survey of the second city in the state. It is reported to be a potential Metropolitan Area in that it makes up 72% of Pennington County which has an estimated effective buying income of \$78,339,000. Retail sales amount to \$80,525,000. Its Retail Trade Zone is a population of 85,000, including the Black Hills region and western South Dakota. There are data on the growth of the city during the past 20 years; retail sales; building permits; tourists to the Black Hills; motels; industrial activities; mining; oil; automotive industry; wholesale firms; retail outlets; agriculture; live stock sales, and other details which will be helpful in evaluating this market.

For a copy of "Rapid City, South Dakota, Eastern Gateway to the Mountainous Black Hills," write to E. H. Lighter, Business Manager, *Rapid City Daily Journal*, Rapid City, S. D.

Independent Food Retailers

Index to the merchandising groups of voluntary chains and cooperatives whose total sales are larger than those of the big corporate chains. It lists organizations in the field, shows locations of branch warehouses, gives names of the groups they sponsor, including the approximate number of stores in the groups and listing the buying, selling, merchandising and advertising cooperation rendered. Included are facts about the national headquarters organizations; a tabulation of organizations by states; number of retailers affiliated with these organizations, and other statistics helpful to food distributors of all types. "The Index to the Operating Methods of the Voluntary Chains and Retailer-Cooperatives" sells for \$48.70 a copy to members of The Food Institute and \$68.50 to non-members. Write to Gordon C. Corbaley, President, American Institute of

Food Distribution, Inc., 420 Lexington Ave., New York 17, N. Y.

The Canadian Market

Canada's gross national product has increased from about \$6 billion the first year of the war to close to \$30 billion (estimate) for 1956. Total population is 16 million; 7,896,000 of this total are women. Average number of persons per household is 3.9. Retail trade has increased from \$2½ billion the first year of the war to over \$13 billion in 1956. Sales of grocery and combination food markets in 1955 amounted to \$2,417,363,000, an increase of 6.1% over 1954. These are a few of the facts in a 47-page reference file just released for distribution. Other data include: births; completion of dwellings; economic stature of Canadian women; personal expenditures; financial; life insurance; marriages; merchandising; purchasing power of women; real estate; retail trade. There is also a detailed circulation analysis of *Chatelaine* magazine and its audience characteristics. For your copy of "Chatelaine Facts for '57," write to K. L. Whelan, Advertising Manager, *Chatelaine*, 481 University Ave., Toronto 2, Ontario, Canada.



TOUGH LIFE old Bob Lutz leads. Lives in the sticks, gets around in boats, poses with women. For a heartbreaking story see below.

Some Call It Life in the Sticks!



LOOK what a backwoods job will do to you. Bob Lutz is in danger of being muscle-bound. Has no chance to relax.

Poor Bob Lutz! Used to live in suburban Larchmont, got his exercise running for the 7:59, daily knew the exhilarating hustle and bustle, the give and take of New York City. Where is he now? Why, poor old Robert E. Lutz is living in a little back-of-beyond place named Manistee, Mich. He was crazy enough to give up his job as head of public relations for National Sales Executives to become v-p and director of sales for Century Boat Co. Manistee is 120 miles from the nearest city, Grand Rapids, of any size. All it has is beautiful Lake Michigan, millions of green trees, nice people, a country club and some fine resort hotels. Funny thing, Bob is happy as a clam.

Here's the sort of thing this poor,

mixed-up guy says: "A small town is not much different from a city unless it is at least 100 miles away from the nearest town of any size." He says this—now get this—because he doesn't *want* to be near a city of any size. Maintains that he and Ethel and the kids (the oldest, Bob, 15, is a real hayseed by now, just won the Central U.S. ski meet and couldn't even ski when his old man dragged him to the back woods) are thriving, have a bully social life, come to New York a couple of times a year and see more shows than they used to when they lived here.

Lutz insists on giving us a typical Saturday's routine. "Up at 6 a.m., walked 10 minutes to the local boat club. Left the club at 6:25 in a Century Coronado ('the most beautiful, fastest stock runabout in the world'—plug) and drove out the ship channel into Lake Michigan, then north about 10 miles to Sprenger's Hotel on Lake Portage. Since that particular boat is equipped with a 285 h.p. Connell Cadillac engine I averaged over 50 miles per hour for the trip. Wind and weather were perfect that particular morning and the satisfaction of an early morning boat ride in that kind of climate and surroundings is impossible to describe.

"By that time I was ready for some wonderful, farm-style bacon and eggs. After breakfast I made it to the plant in about 20 minutes, put the boat in the slip and was in the office shortly before 8. I dictated, read the morning mail, then walked (15 min-

utes) to the country club where I played 18 holes of golf with three business associates.

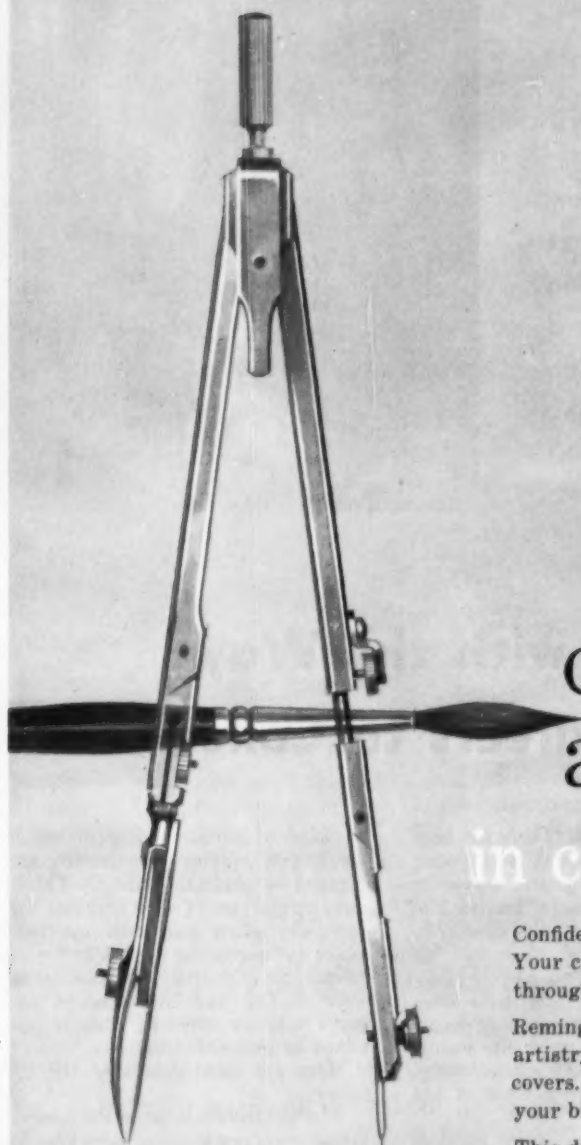
"Our wives joined us about 3 for cocktails, after which we picked up a total of nine kids and walked down the hill to the Lake Michigan beach, for a cookout. The kids and some of the adults water skied for about an hour. We broke up early since there was to be a dance at the club that evening."

Well, this will give you a rough idea of the sort of humdrum existence Bob Lutz endures. He's almost disgustingly healthy, of course. But, confidentially, he bolts the place every now and again. When we just tried to reach him on the phone his secretary said that Mr. Lutz was "East" at the Boston Boat Show. He also flees to boat shows on the West Coast, down in Florida. But he'd have you believe he can't wait to get back home.

Must admit that's a tidy little company old Bob hooked up with. Has 500 employees, about 3,000 dealers. Boats are pretty things. Inboards cost anywhere from \$2,295 to \$8,500. Outboards from \$600 to \$1,300. Sales, since Bob went out there, have increased six times in five years.

And you'll note that Bob may have left the city behind but he brought along city-slicker styling for Century boats. Now they have automotive-type wrap-around windshields, and instrument boards.

Ah, well every man to his own taste and Lutz swears he likes everything about his new life. **The End**



cover artistry in catalog binders

Confidence is your most important sales objective. Your catalog cover should stimulate that confidence through distinctive design.

Remington Rand offers you personalized, meticulous artistry in the design and production of catalog covers. The exclusive REM-BOSSSED Process personalizes your binder covers with beautifully clear reproductions.

This design service is free, so take advantage of it whenever you think of catalog covers.

See "Design for Selling... The X-Ray Demonstrator" that lets you visualize in full color over 200 combinations of outstanding cover designs.

Remington Rand
DIVISION OF SPERRY RAND CORPORATION

For more information write to: Room 1384, 315 Fourth Avenue, New York 10, N. Y.

By WILLIAM M. BORTON, Ph.D.*

Sales executives generally believe that university men are little interested in selling, that more of them might be attracted by explaining selling's contribution to the American standard of living, and by placing more emphasis on money-making opportunities. These beliefs may be largely incorrect, according to this student survey by Sales Executives Club of Los Angeles.



What's Wrong with the Way We're Selling Sales Careers to Collegians?

Research discloses that attitudes of university senior men toward sales jobs differ widely by kind of selling. There is considerable interest in wholesale selling for instance, especially among marketing students. Students *already* believe that the income possibilities are favorable, but they regard these jobs principally as stepping stones. They feel that emotional strain and insecurity are serious objections. Sales executives judge many of the advantages and disadvantages differently.

Many seniors credit selling in general with little contribution to the American standard of living or human happiness. However, respect for selling is impaired mainly by ethical judgments. These attitudes appear to be difficult to change. Persons with less college education seem to have attitudes more favorable to selling.

*Dr. Borton is a business psychologist and management consultant, and former salesman and manager. He is currently teaching marketing classes at the University of California at Los Angeles.

Purpose and method. There has been much speculation about why young men, especially college and university graduates, are not more interested in sales jobs, and what sales executives and sales executives' clubs can do about it. Some surveys of collegians' attitudes toward selling have been conducted. To penetrate more deeply into the attitudes of university seniors toward selling, a study was sponsored by the Sales Executives Club of Los Angeles.

This study differed from previous surveys in several respects. First, in addition to conventional library research and interviewing, clinical or "motivational" methods were used to obtain clues concerning unconscious or ordinarily unexpressed attitudes. The clinical results were the principal guides to the development of the questionnaire for obtaining countable evidence regarding attitudes. Second, the questionnaire recognized differences in attitudes by kind of selling. Some questions dealt with selling generally, others permitted answers qualified by kind of selling, and some referred to

the kind of outside selling in which the largest number of salesmen are engaged — wholesale selling.¹ Third, comparative results were obtained for university senior men with non-commerce and marketing majors, and sales executives. Fourth, questionnaires were mailed, and more candid answers may be expected than if obtained by personal interviews.

Here are more details of the results:

The students see large differences between various kinds of sales jobs, in usefulness, ethics, and professional status. They make wider distinctions between kinds of sales jobs than the sales executives do.

Incidentally, these facts are evidence that the seniors' attitudes are not based exclusively on retail store or other consumer selling with which

¹ Defined as, "For wholesalers and manufacturers; to stores for resale, and to factories, etc.," an abridgement of the definition in U.S., Employment Service, *Dictionary of Occupational Titles* (2nd ed., Washington: U.S. Government Printing Office, 1949), Vol. 1, p. 1135.



To serve expanding interests of our clients, J. Walter Thompson Company has opened a fully staffed office in this modern building at Avenida Wilson 1218, Lima

Now—in Peru—a *fully staffed* J. Walter Thompson Company office

Will your business share in this growing market?

U.S. sales to Peru were over \$150 million last year—

U.S. investments in Peru have doubled in the past five years!

The outlook for stability in Peru today is such that a group of the mining companies—who have known Peru longest and best—are now making a capital investment of \$200 million in the country's future.

Have you made a study to find if you might profitably enter this market? Perhaps our office *on the ground* can help you. We should be pleased to discuss it with you.

J. Walter Thompson Company has long believed that maximum results in overseas markets can be achieved only by *on-the-ground operations*.

That is why—in the past 38 years—we have opened 34 offices in key markets throughout the free world. It is why we now have opened an office in Lima.

Like all our fully staffed offices —J. Walter Thompson *Peruana*

will be manned by advertising specialists who know the market well —plus a manager and senior personnel who are trained and experienced in world-wide marketing and advertising.

If you would like to have the booklet we have just published on Peru, we shall be pleased to send it to you. Simply call or write: J. Walter Thompson Company, 420 Lexington Avenue, New York 17, N. Y.

J. WALTER THOMPSON COMPANY
New York, Chicago, Detroit, San Francisco, Los Angeles, Hollywood, Washington, D. C., Miami and principal international markets



Safe, prompt, dependable long distance moving service from coast to coast.

FREE Moving Day Kit

—full of helps, labels, address cards, to all personnel transfers.



Call your local Wheaton Agent (500 Agents—all principal cities) or write to:



LONG DISTANCE MOVING
"the safest distance between two points"

Western affiliate:
LYON VAN LINES, Inc.
Los Angeles, California



WORLD WIDE Ceramic Ash Trays

Handsome, high-quality, good-will reminder that stays on your customer's desk every day in the year. It's the inexpensive way to keep your name or product out in front of the rest!

Highly glazed ceramic ash trays picture your firm, product, trademark or service. Some firms use these ash trays for unique and impressive "calling cards" imprinted with names of individual representatives at slight extra cost.

Many organizations, such as City Service, DuPont, Gaylord Container Corp., General Electric, General American Life and Pennsylvania Railroad, have used "World Wide" Ash Trays. These attractive business reminders can do a good job for your firm too! For complete information and name of your nearest "World Wide" distributor, drop us a card today.

WORLD WIDE Art Studios

113 Keepsake Lane
Covington, Tennessee

they are presumably in more frequent contact.

Personal interest in selling also varies greatly by kind of sales job. Sales engineering-type jobs with large, well-known companies are most attractive.

Attitudes toward wholesale selling. There is considerable interest in wholesale selling. One-fourth of seniors and 60% of marketing seniors indicate that they would personally consider wholesale sales work.

The students know about the high pay possibilities on such jobs. Far more of them checked "income and income possibilities" as the principal attraction of wholesale selling as a lifetime career than any other answer. But no larger proportion of those who checked this answer were interested in such jobs. Almost none indicated that "earnings too low" is an important objection.

The seniors tend to regard these jobs as stepping stones. Nearly 60% indicate this to be the principal reason why college graduates would take wholesale selling jobs. One-sixth see them as "good general experience, and a chance to make some money while looking around," and a smaller proportion view them as lifetime careers. Almost 80% of marketing seniors regard these jobs as temporary traineeships. The attractions of temporary jobs probably are evaluated differently from those of permanent ones.

The students regard emotional strain and economic insecurity as the most serious objections to these jobs.

The largest proportion indicate that the worst objection is "emotional and nervous strain," principally from "obstacles, frustrations, uncertainties and disappointments about sales," and "pressure . . . to make more sales."

Like Large Companies

The next largest proportion believe that the most serious complaints relate to economic insecurity, including "not building security for later years," "income variation," and "disputes about territories, changes, commissions, etc." Students who show greater concern about economic security are significantly less interested in these jobs. Perhaps partly as a result of the desire for economic security, the majority of students favor larger organizations for a college graduate starting in wholesale selling. The majority of executives do also, but the margin is smaller. Sales executives employed by larger companies tend more to favor the larger organization for the starting salesman.

Sales executives rate the attractions and disadvantages of wholesale sales jobs differently from the order in which students rank them. Executives rate emotional strain from selling as less objectionable than seniors do, but the executives regard complaints about travel, disputes, and lack of opportunity for advancement as more serious. Executives attribute less importance than seniors to the attractions of "freedom, own boss," and "variety, travel, action." There are other disparities. They may result from dissimilar evaluations of what is desirable or undesirable. Or, the executives may simply have a more accurate picture of the jobs. In any case, the

Behind this Survey

For a study of attitudes of university seniors toward selling the Sales Executives Club of Los Angeles made a grant under which an interdepartmental doctoral research in psychology, sociology, economics, and marketing was carried out at the University of Southern California. The university supervised the planning, collection of information, immediate interpretation, and the drawing of broader conclusions relative to social science theory and research methodology.

Questionnaires were mailed to cross sections of non-commerce senior men at USC and at the University of California at Los Angeles. (In the accompanying article non-commerce seniors are referred to as "seniors," and marketing seniors are specifically identified.) Similar questionnaires went to all senior men in the marketing or advertising curricula on both campuses and to every other member of the Sales Executives Club of Los Angeles. After two follow-up mailings, 294 non-commerce seniors (75.5%), 56 marketing seniors (86.2%) and 165 sales executives (67.7%) responded.

A copy of the dissertation, "A Comparison of Attitudes of University Seniors and Sales Executives toward Outside Selling, as Revealed by Clinical Interview and Questionnaire Methods," by William M. Borton, is available in the USC library and may be borrowed at any library through Interlibrary Loan. Microfilm copies at \$4.35 each may be obtained from the USC Library, University Park, Los Angeles 7, Cal. Another article, based mostly on other findings from the study, "Correlates of Occupational Attitudes, and Consistency with Motivational Theories," is scheduled to appear in the June 1957 issue of Social Science.

salesman who finds the job different from what he expected is likely to be dissatisfied. Disappointments and turnover apparently could be reduced by giving more complete and objective descriptions of sales jobs to prospective salesmen.

Attitudes toward selling generally. Many seniors do not credit selling in general with much social contribution.

Less than a fourth believe that aggressive selling is the principal cause of large-scale production and the high standard of living in this country. More than twice as large a proportion think that aggressive selling is a result of large-scale production.

One-fourth judge that people would be as well or better off if there were fewer salesmen, and over half say that people would be as well or better off if there were fewer of some kinds of salesmen. Only about a fifth believe that the net effect of sales and advertising on consumers is to make them happier.

However, almost none indicate that respect for selling is seriously reduced by belief that "salesmen are unproductive; are 'parasites.'"

Salesmen Insincere

The largest proportion of students indicate that respect for selling in general is impaired mainly by beliefs regarding sales ethics—"salesmen exaggerate, tell part truths, are insincere." Over a fourth indicate that sales jobs require more compromise with the truth than some other kinds of jobs, and another 60-odd% say that some kinds of sales jobs do. One-third believe that salesmanship is morally different from the persuading "which everyone does," because "the purpose is to influence . . . for the self-interest of the salesman and his employer."

Students judge the second most damaging belief to relate to entrance requirements — "almost anyone can get a sales job." One executive in six and less than half of seniors feel that a college education is sufficiently needed on sales jobs to justify paying a premium for it.

Sales executives judge the social usefulness, ethics and occupational status of selling much more favorably than seniors do. The attitudes of marketing seniors are between those of non-commerce seniors and sales executives on most items.

Can these attitudes be changed? Efforts to change students' attitudes toward selling do not appear likely to be very effective.

More information about selling ap-

IN THE TROY MARKET YOU BUY 211,148 CONSUMERS

99% CITY ZONE COVERAGE

... 35,708 subscribers . . . more than
2 Albany and 2 Schenectady newspa-
pers each have in their city zones.

68% COVERAGE

In combined City and Retail
Trading Zone.

47,887

CIRCULATION

(Audit Report for 12 months
ending Sept. 30, 1956).

\$211,611,000

BUYING INCOME

... 23% more than the average market
of its size and buying power.

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

parently does not change seniors' attitudes toward it. Seniors with and without outside selling experience see the same advantages and disadvantages in wholesale selling. Also, those who were interested and those who weren't interested see these jobs the same way.

Should sales executives try to attract university graduates? Persons with more college education appear to have less favorable attitudes toward selling. Among sales executives with more college education, smaller proportions say that people would be not any worse off if there were fewer salesmen, or that a college education would pay off for a wholesale salesman; a larger proportion of them believe that sales jobs require more compromise with the truth. Other research has also indicated that the kinds of interests which make for success in college tend not to accompany interest in sales work.

These results raise a question as to whether individual sales executives should try to attract university graduates unless, of course, the work actually requires the additional training. These results also give additional reason for further research concerning where, and among what kinds of

persons, favorable attitudes toward selling are most likely to be found.

Recommendations. Do's and don'ts for individual sales managers, based on the results of the study:

1. Do consider objectively whether you *want* to try to interest university graduates. If so, and if your job offers either (a) an immediate pay premium for the degree, or (b) a high probability of advancement to a managerial position within a fairly short time, do publicize the fact. Otherwise, do consider other sources, perhaps including trade schools and two-year colleges. Groups with larger proportions of sons of salesmen, businessmen, or blue-collar workers probably are more promising sources of sales candidates.

2. Make somewhat greater use of the appeals of (a) "practical business education"; (b) "freedom, own boss"; (c) "variety, travel action."

3. If you wish to make your job more attractive to university graduates (and undoubtedly to others), do reduce unnecessary emotional stress and economic risk. Emotional strain can be decreased by (a) avoiding ethical conflicts, (b) demonstrating the social usefulness of the product or service supplied, (c) understanding use of motivation, (d) reducing un-

necessary economic risk. Insecurity can be reduced by (a) salary guarantees, (b) insurance and pension programs, (c) adequate policies governing territory allocations and changes, and utilization of older salesmen. Interviews revealed beliefs that risks from misplacement and failure can be reduced by more thorough selection, more helpful training and supervision, and sounder quotas and judgments of performance.

4. Do prepare, or preferably have an expert analyst prepare, a detailed, objective description of your sales job, including real requirements, risks and emotional demands, economic and psychic rewards, contributions, and opportunities. Convey the complete picture to prospective salesmen.

Areas for Research

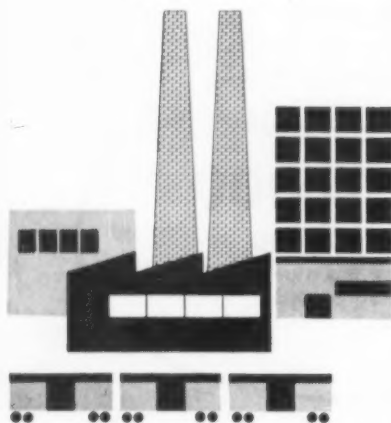
Recommendations for a sales executives' association, based on the results of the study:

1. Sponsor further research for determining where, or among what kind of persons, the greatest favor for sales jobs is to be found. This research can be carried out quite economically. Apply the questionnaire developed for use in the present study, or a modification of it, in four-year colleges, junior colleges, trade schools, high schools, and among faculty groups and members of the general public.

2. Help sales managers to reduce unnecessary emotional strain and insecurity and to improve placement in sales jobs. Encourage job analysis and description for these purposes by sponsoring the development of manuals and forms and supplying them for use in individual companies.

3. Initiate a consideration of sales ethics. Since the largest proportion of seniors indicate that respect for selling is impaired principally by beliefs about its ethics, perhaps the greatest opportunity lies in this area. A sales executives' organization could set up a project to study and clarify the ethics and responsibilities of selling, and encourage discussion of the subject. A code could eventually be evolved which would reduce differences and misunderstandings between executives, students, educators, and the public, and which would spotlight deviations and help curb abuses which discredit sales occupations. Selling would immediately gain standing from recognizing and attacking this problem. The ultimate effect would surely be to increase the social service of selling, contribute to its acceptance as a profession, and increase its attractiveness to university graduates and others.

The End



Why sales are jumping in Georgia

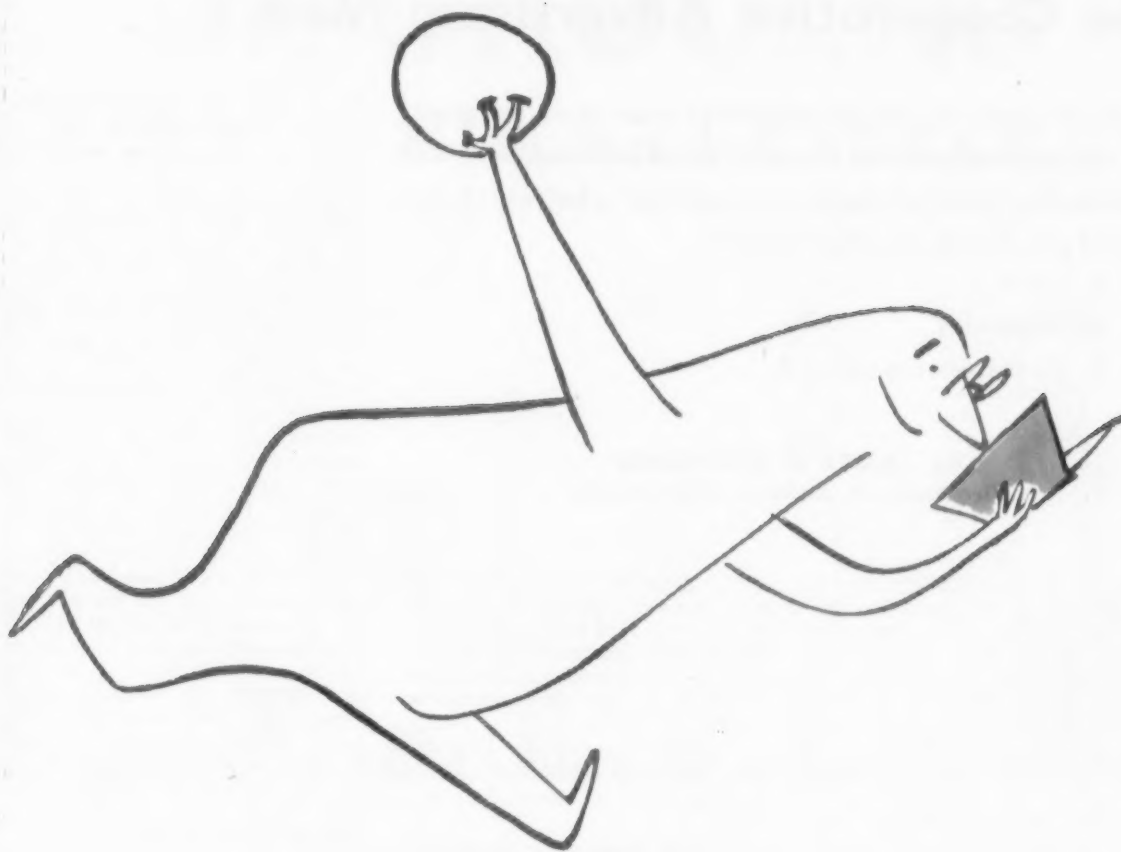
One good reason: your savings dollars deposited at The C&S work hard to build buying power and sales. Example: every 9 days The C&S Industrial Development Department helps locate another industry in Georgia.

The Citizens & Southern National Bank



Broad & Marietta Sts.
Atlanta 2, Georgia
Georgia's Largest Bank
Capital Funds over \$33,000,000
Member FDIC
NEW YORK SERVICE OFFICE:
500 Fifth Ave., New York 36, N.Y.

Another thinly disguised WJR success story



Obviously, he's a WJR listener

It all started when a famous Detroit brewery used announcements on WJR to offer listeners a handy little book on how to improve their bowling. At last count, over 7,000 listeners had sent in to WJR for the book.

The book itself made many frustrated bowlers happy—but it was the results of the offer that pleased the man who makes the beer. Now he knows what other advertisers know, and what the

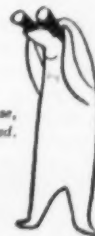
Alfred Politz survey proved: that it takes WJR to really get an advertising message across in the Metropolitan Detroit-Great Lakes area.

If you want to get your advertising message across in this area (which accounts for 10% of the nation's people, income, and sales) tell your ad manager to call in the Henry I. Christal representative. He's got all the facts on just how much *more* WJR can do for you and your product.

The Great Voice of the Great Lakes

WJR *Detroit*
50,000 Watts CBS Radio Network

Join the Civil Defense,
and keep U. S. prepared.



Some Plain Talk About The Cooperative Advertising Mess

Maybe it's time for you to reappraise your co-op program and ask yourself whether it should be abandoned, with the same money invested where you would get a better return. But—if you decide you must keep it—

1. Limit it.
2. Control it.
3. Be reasonable about it.

By **JAMES C. CUMMING**
Vice-President, *Anderson & Cairns, Inc.*

Some of the remarks of speakers at the January convention of the National Retail Dry Goods Association indicate that in some industries, at least, the handling of cooperative advertising is completely out of hand. Its administration sounds like a never-never land; a family in which the parents (the advertisers) having no fixed policies for rearing their children (the retailers) simply say, "Yes, dear," to everything the children demand.

The talk by William J. McLaughlin, sales promotion manager, McCurdy & Co., Rochester, is a case in point. In a plea for simplified cooperative advertising agreements, McLaughlin called on stores to compute all production costs plus lineage costs, arriving at a total cost figure before requesting cooperative advertising help.

No Longer Simple

The manufacturer who has been pressured into cooperative advertising deals will be interested in McLaughlin's remarks that cooperative advertising today is as much a part of the retail operation as stock control, cash discounts or markup, and he may be amused at the statement that "the matter of advertising cooperation with our sources has ceased to be simple."

"It has been complicated by many rules and regulations," he added. "It is tangled up with the Federal Trade Commission and the Robinson-Patman Act."

We'll let you make your own comments on that statement, but in

charging that the restrictions in some manufacturers' agreements are the real cause of most misunderstandings, McLaughlin tried to be constructive when he read a number of the clauses embodied in cooperative advertising contracts in his files:

"1. Send us a duplicate bill from your newspaper when you mail us your tear sheets on cooperative advertising.

"2. Our brand name must be as large as the store's signature to be eligible for cooperative advertising money.

"3. No cooperative advertising will be approved if competitive merchandise appears on the same page.

"4. No advertisement shall be smaller than 200 lines, nor larger than 1,200 lines to meet the regulations under our advertising agreement.

"5. If our trademark is not used in the advertisement, no cooperative funds will be paid.

"6. Do not deduct any advertising credit until you have received an official credit memorandum from our office.

"7. Our merchandise must be divided by a border from other merchandise on the same page, or no credit for the space will be allowed.

"8. Do not send tear sheets and invoices to our office. Address all advertising invoices to Box 00, New York City.

"9. We will pay no part of the store's cost for art, layout, copy, engravings or production.

"10. If invoices with 10 tear sheets

do not reach our main office within 10 days of publication, we will not allow any cooperative advertising credit."

McLaughlin pointed out that regulations like these are responsible for the hiring of a full-time girl in his department to keep track of cooperative advertising agreements and validations, and complained, "Naturally, this adds to our expense in operating our advertising department."

To which any well-informed sales manager must reply, "Now isn't that just too bad!" For how far is the manufacturer supposed to go in financing the retailer's operations? If he is to lift the entire advertising load off the retailer's back, why shouldn't he also pay the retailer's rent and subsidize his selling cost, too? Some manufacturers do, you know; they pay the salaries of salespeople and call them demonstrators. And if the manufacturer does all this (or even if he just pays for the retailer's advertising), why is the retailer entitled to a 40% to 45% markup on the manufacturer's merchandise? In accounting for that markup the retailer allows quite liberally for advertising and sales promotion expense.

Creates a Sameness

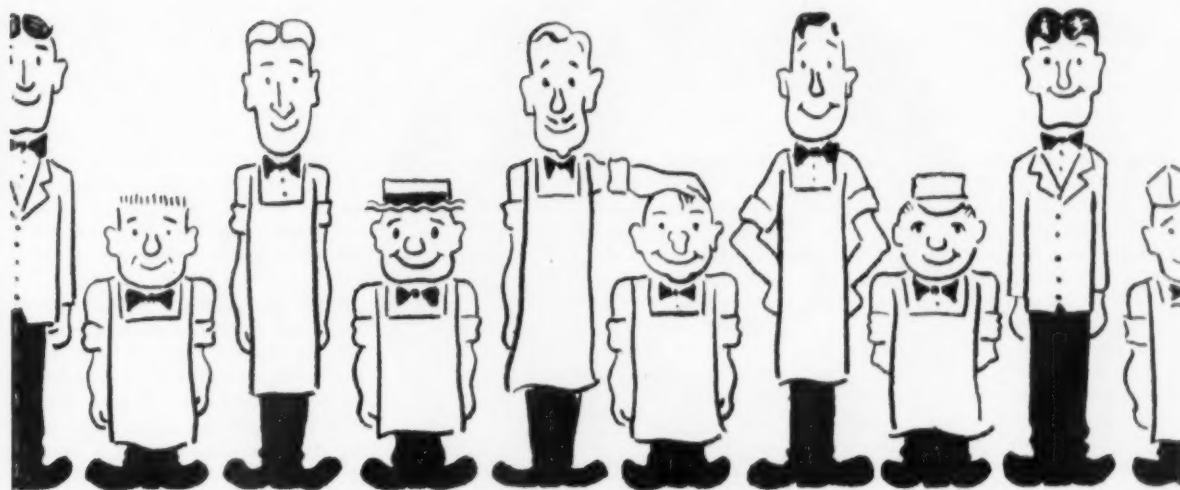
What McLaughlin left unsaid was that cooperative arrangements have a stultifying effect on retail advertising. Kenneth Collins, one-time advertising manager of Macy's, New York, and until his recent retirement chairman of the advertising committee of Burlington Mills, touched on this problem recently in his column in *Women's Wear Daily*. Collins wondered what had happened to the character of retail advertising; why the advertising ideas that used to differentiate one store from another seem, to a large extent, to have evaporated. He feels that the answer lies in over-emphasis on item advertising—emphasis that is fostered by cooperative deals.

However, we are not here to look at this subject from the retailer's point of view so much as from the manufacturer's. While it may be apparent that cooperative advertising takes the initiative away from the retailer and gives it to the manufacturer, that may be all right so long as the manufacturer gets a real advantage from it.

51 GROCERS

BIG and LITTLE...

(who can tie in to promote for you)



...used 2,128,168 lines of advertising last year
in The Saginaw News to sell their products

These 51 grocery outlets, which represent 35 individual ads each week, do about 80% of the total food store volume in the Saginaw metropolitan area. They establish and maintain their dominance by regular weekly advertising schedules in The Saginaw News... an advertising pattern that offers food manufacturers a positive guide to the sale of their products in

our BIG Saginaw market—4th LARGEST INDUSTRIAL AREA in outstate Michigan. Yes, this fast growing market can be reached thoroughly and economically through the more than 200,000 readers of this family newspaper.

Circulation 50,067—ABC Audit Report for September, 1956

THE SAGINAW NEWS

"the best of Michigan"
BOOTH NEWSPAPERS
THE BAY CITY TIMES THE ANN ARBOR NEWS THE FLINT JOURNAL THE GRAND RAPIDS PRESS
THE SAGINAW NEWS JACKSON CITIZEN PATRIOT KALAMAZOO GAZETTE THE MUSKOGON CHRONICLE

NATIONAL REPRESENTATIVES: A. H. Koch, 260 Madison Ave., New York 16, MUrray Hill 5-2476; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

How can you be sure of getting that advantage? What should be your attitude toward cooperative advertising if you are going to be sensible and logical about it? Let's consider the problem point by point:

1. The best solution for the cooperative advertising problem is to avoid it. In other words, make it a firm policy to enter into no cooperative advertising agreements. Then you won't be tempted to try to protect yourself with the "troublesome" rules that McLaughlin complains of.

There are certain considerations about your product and your marketing practices that may make it especially unwise for you to be led astray by cooperative pressure. If, for example, you make a basic product such as textile fabrics, or metal, or plastics, or chemical finishes, or closures or any other ingredient products, the regular use of cooperative advertising will get you nothing but trouble. The major textile mills went into cooperative advertising in a big way 20 or 25 years ago before textile advertising came of age. Now all except a very few avoid it like the plague.

If you market your product on an unrestricted basis, with more than one store in a city selling it, you'll be particularly wise to stand clear of co-op. It's generally better to do local newspaper, radio or television advertising under your control, listing stores, than to give your money to the stores to spend for you. This is true despite the natural temptation to buy your newspaper space or radio or TV time "wholesale." When you buy it yourself you pay more for it, but you use it to say what *you* want to say, and you can list as many local outlets as you wish or have room for. What's more, your total advertising bill may be less, because of the greater effectiveness of the advertising *you* direct as compared with the advertising your retailers direct.

If your brand name is a strong one, you don't need to go into co-op no matter what your retailers may tell you to the contrary. Even weak brands stay away from it, in many instances, with marked success. By building their brand names in their own advertising, the way they want it done, these manufacturers force the retailers to spend their own money on promoting their products. The brand name that is probably mentioned more often in retail advertising than any other—Sanforized—is an excellent example of this.

2. What if you must go into co-op? We'd be completely unrealistic to

say that nobody should ever use co-op, when in many industries it is now regarded as a major marketing weapon. If you're selling your line through just one store in a city, or if cooperative advertising deals by your competition force you into it, you may feel that such an arrangement is essential in your case. Also, notice that we have been discussing co-op as *advertising*. That's the way you probably think about it too if your retailers are department stores. On the other hand, if you sell through food or appliance stores, you think more of cooperative advertising agreements as a means of getting you shelf space and floor displays, which is a horse of quite a different color. If that's your situation:

Limit it. Don't put yourself in a position where it's going to be difficult or next to impossible for you to back out of your co-op plan later, if the situation changes. It's best to enter into limited agreements, say for six months each, calling for a specified number of ads in specified sizes during the period of the agreement. Then you can renew the agreement or not as you see fit. (Maybe McLaughlin will have to add *another* girl to his staff because of this!)

Control it. Since advertising is only one part of retail promotion, control it by tying in the other parts with it. In your agreement include interior display, window display, salesclerk education and occasionally direct mail. By adding them to the advertising you will get the elements of a well-rounded promotion instead of just an ad.

Be reasonable about it. This is where we have to admit that McLaughlin is right. If you're going to cooperate, don't administer your plan like a fussy old woman. Of course the store isn't going to run your brand name as large as its own name! Why try to get it to do so? Nor will it in a million years fence your section of the ad off from the rest of the page, nor keep competing items away, nor always use your trademark, nor get tear sheets to you within 10 days. Make up your mind that you are turning your advertising money over to the store to spend for you, not for *your* best interest (only you can do that) but for the store's. When you adopt that philosophy you'll be concerned only with the larger picture of how the store is presenting your product to its customers, rather than with the little details that make for

friction between you and your retailers.

3. Should you pay for "preparation cost?" Since McLaughlin makes that the \$64,000 question, we'll give a direct answer to it. *Of course you shouldn't.*

You supply all your retailers with advertising mats. Those mats are prepared exactly the way you want the ads to appear. They are made up with your best interest in mind. And that's exactly what the stores complain about! They regard them as "little national ads," with too much emphasis on your trademark and your brand name. They do not fit in with the store's advertising style. So each store goes to the trouble and expense of preparing the advertisement the way the store wants it to appear. If you're reasonable, you'll permit that and still pay for the newspaper space, but by what stretch of fallacious reasoning can you possibly be expected to pay for "preparation cost" that you don't want and would prefer not to have done?

But calm yourself, gentle reader. When the subject is cooperative advertising you can't afford to be logical. What you *should* do and what you *will* do are two different things.

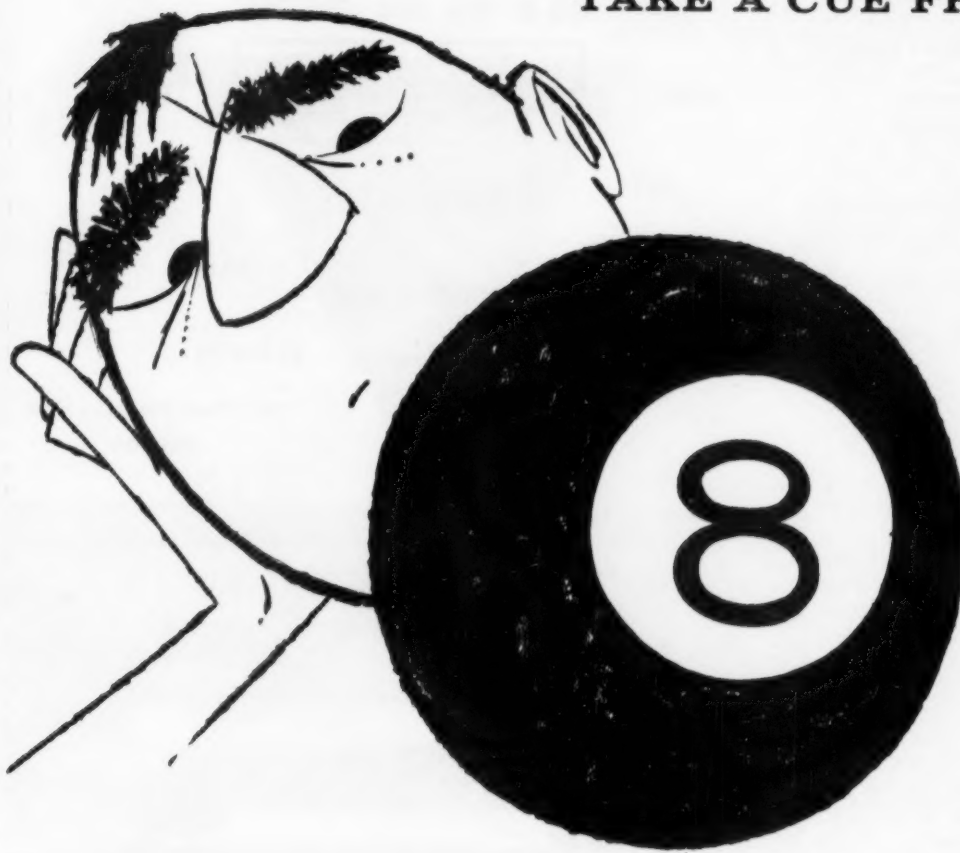
So make up your mind to it: *You will pay "preparation cost."* If you try to avoid it, your life with your retailers during the life of your cooperative agreements will be a most unhappy one. And that's not all you'll pay, swearing under your breath if you must, but smiling politely as you hand over the checks. Practically every major store has a way of getting you to pay considerably more for the space your ad occupies than the store pays the newspaper for it.

Sometimes the store signs a 25,000-line contract with the newspaper, charges you on that basis, and keeps the rebate when the actual linage used earns the 500,000-line rate. Or the retailer may add a charge for the portion of the space occupied by its own signature. Some highly reputable stores, such as Wanamaker's, Philadelphia, even have special newspaper rate cards which they give to their resources showing advertising rates that are much higher than what they actually pay the newspapers.

But this is all part of the deal. The only way we know of to avoid the aggravation that results from the growing conviction that you are being methodically swindled by your loving retailers is to stand clear of cooperative advertising altogether and go it alone with your own advertising under your direction.

The End

IF THIS IS YOU
TAKE A CUE FROM US



We specialize in the most vital phase of your entire advertising program—Merchandising at the Point-of-Sale. It is our only business . . . one we've been at for more than half a century. In that time, we've created countless traffic-stopping displays that have caught shoppers' eyes in nearly every type of retail outlet. We can produce dynamic, reason-to-buy point-of-sale merchandising programs for you today. If your program is behind the eight-ball, let our nationwide staff of experts give you the cue your Merchandising at the Point-of-Sale should take.



Trademark Mystik Registered

Merchandising at the POINT-OF-SALE

CHICAGO SHOW PRINTING COMPANY,
2660 N. KILDARE, CHICAGO 39

- Lithographed displays for indoor and outdoor use • Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels • Squee-ze!®
- Econo Truck Signs • Booklets and Folders • Molded Plastic

Grocery Sales Becoming More Concentrated

Less than 20 years ago effective national distribution of a grocery product meant selling to more than a hundred thousand stores. Today, it is estimated that a manufacturer can reach 70% of the market by getting his product on the shelves of approximately 50,000 outlets. Stores are bigger and fewer and the trend seems to indicate that as few as 37,000 stores may account for seven out of ten sales by 1960.

There are distribution advantages to this development, of course, but the challenges may be even greater. For instance, in 1939 when 112,000 were needed to reach 70% of the market, the food maker had more than twice as many chances to win effective display space as today. He had better odds that his point-of-purchase material would be used, that his package would be seen, that his salesmen would get a chance to make an effective presentation. Today, however, there are more brands, more competition for space and fewer stores.

The 1954 Census of Business reveals that about two-fifths (or a little over 19,000) of the 50,000 outlets accounting for 70% of food store sales are chain stores. About 31,000 are independents.

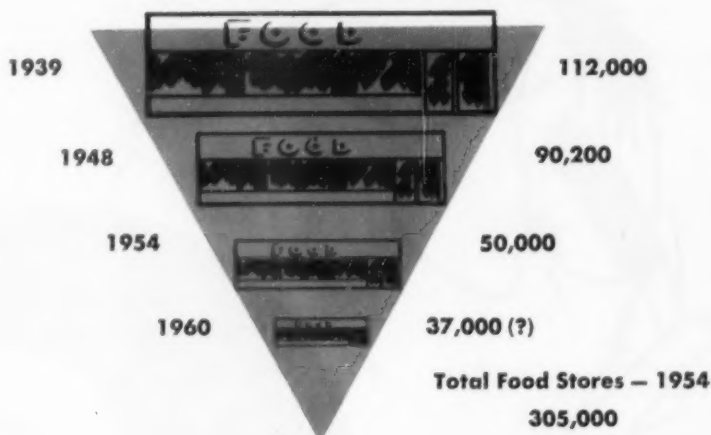
Looking ahead to 1960, A.C. Nielsen Co. sees food store sales reaching \$51 billion. Then, taking 70% of that volume and dividing it by 37,000 stores, it appears that average size of these stores will be about \$1 million. In 1954, average of leading 50,000 stores was \$827,000.

"The implications of this contracting universe," says Burton V. LeVee, Nielsen vice-president, "are self-evident from the standpoint of distribution control, importance of packaging, in-store promotions and displays, and general sales force tactics and control."

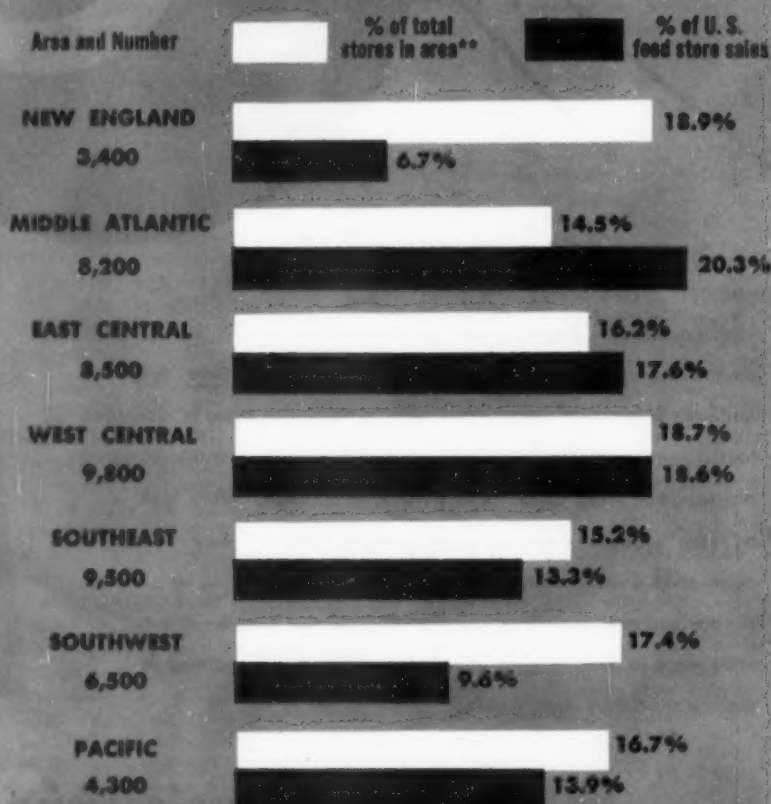
The percent of all stores needed for 70% coverage varies from one part of the country to the other. In New England it is necessary to have your product in almost 19% of all food outlets. In the Middle Atlantic states, 14.5% of stores gives the same degree of saturation.

Evident in the accompanying charts is the fact that there is a definite and fast-paced trend in grocery product sales. It is a trend which food makers will want to continue to watch.

TREND IN NUMBER OF STORES REQUIRED FOR 70% OF TOTAL FOOD STORE SALES.



APPROXIMATE NUMBER OF FOOD* STORES REQUIRED IN 1954 FOR 70% OF TOTAL FOOD STORES SALES.



Average store in the 50,000 doing 70% of business grossed \$827,000 in 1954.

* Includes grocery, combination, delicatessen and country general stores with food.

** Excludes stores under \$2,500 annual volume.

Sources: A. C. Nielsen Co., 1939, 1948, 1954 Census of Business



Product-design engineers **MAKE MARKETS GROW** they put a whole nation at the helm!

SEEMS only yesterday that yachting was for millionaires and boating strictly for fishermen. Today — thanks to product-design engineers — millions of people own boats — varying from sleek little models powered by outboard motors to heavy cabin cruisers equipped with twin diesel engines, electric pumps and winches, hydraulic steering, ship-to-shore, sonic and radar devices, etc. The marine equipment segment of

the O.E.M., including naval ordnance and commercial ships, is a source of big business to suppliers of materials, parts, finishes.

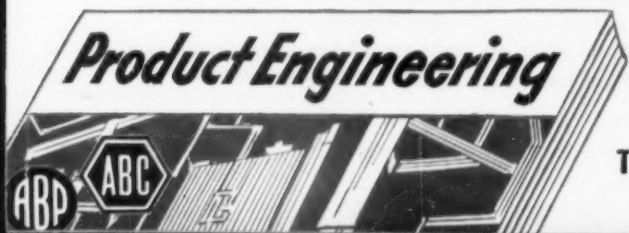
*Today, more than ever, product-design engineers are doing big things for products and people. They're creating **NEW MARKETS AND MAKING THEM GROW.***

Contributions to better living and business come from Design Engineering Headquarters everywhere...

wherever products are engineered. And in their search for new techniques, materials, parts, and finishes to complete their projects, over 35,000 product-design engineers have made *Product Engineering* the pace-setting publication in its field.

To reach these men who make markets grow, advertisers put more pages, and invest more dollars, in *Product Engineering* than in any other design magazine.

In the \$41-billion original equipment market



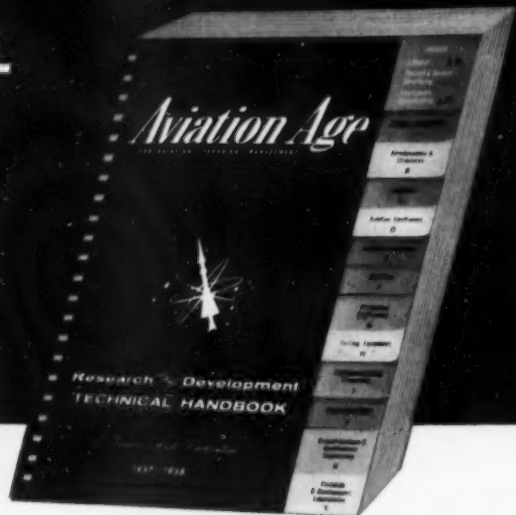
MAKES SALES GROW

The McGraw-Hill Magazine of Design Engineering

Product Engineering, McGraw-Hill Bldg., New York 36, N. Y.

why should you advertise in aviation's

TECHNICAL REFERENCE HANDBOOK



Here are eight questions frequently asked in the course of evaluating any annual reference work. The answers may help you decide whether you should advertise in AVIATION AGE RESEARCH AND DEVELOPMENT TECHNICAL HANDBOOK.

Q. / 1. Is this an established reference or just a publisher's "gimmick"?

A. The 1957 AVIATION AGE RESEARCH AND DEVELOPMENT TECHNICAL HANDBOOK has evolved from four annual editorial projects dating back to 1953. Before this time no comprehensive account of the aviation industry's research and development activities had ever been published. So to provide aviation's technical management men with a detailed report, "AVIATION AGE: KEY TO SURVIVAL—AVIATION RESEARCH AND DEVELOPMENT" was published in June 1953. This was followed in July 1954 with a Special Progress Report on the same subject and in 1955, with the AVIATION AGE RESEARCH AND DEVELOPMENT TECHNICAL PLANNING HANDBOOK.

Enthusiastic reader acceptance of these efforts led to the June 1956 "AVIATION AGE—RESEARCH AND DEVELOPMENT TECHNICAL HANDBOOK"—the result of 3 years of field contact and editorial study. This work provides an annual review of research and development trends for aviation's

technical management as well as a prime source of technical information about materials, components, equipment, systems and specialized engineering and productive services.

Q. / 2. Is there evidence that this Handbook is really used?

A. A study conducted months after the 1956 Handbook was issued presents a factual record of long term use; establishes the Handbook as a valuable year 'round reference. Here are six indications of advertising value:

a. lasting reference

97% of the respondents had used the Handbook and planned further reference to it.

b. frequency of use

Over 50% used it from 10 to 30 times—some as much as 100 times.

c. readership

27% spent 4 or more hours with it
34% spent 2 to 4 hours
14% spent a minimum of 1 hour with the Handbook.

d. 7 readers per copy

90% reported an average of 6 other specialists used their copy.

e. interest in advertisements

All respondents read the advertisements.

f. reader action

Of those answering the survey question about "action taken", over 20% stated they had contacted manufacturers for further information. Over 17,000 requests for information about products or services advertised or mentioned editorially have been processed so far by AVIATION AGE and inquiries are still being received.

Q. / 3. What's included in the 1957 Edition?

A. Research and development progress reports—Technical reference tables—Technical development articles—Component and equipment reviews—Engineering data reviews—Listing of research and development laboratories—Technical product and service advertisements.

Q. / 4. Is this a "rehash" of articles which have previously appeared in AVIATION AGE?

A. No. The 1957 AVIATION AGE RESEARCH AND DEVELOPMENT TECHNICAL HANDBOOK will be published in addition to the 12 regular issues of AVIATION AGE and all material in it has been prepared specifically for the Handbook.

Q. / 5. Is it really packaged as a reference work?

A. Yes. The Handbook cover lists all sections with appropriate key letters and page numbers for quick reference. Each section is separated by a colored divider on heavy stock, each of which details the areas covered. Advertisements are cross-indexed and positioned adjacent to related editorial material.

Q. / 6. Who will use the Handbook?

A. The 1957 Handbook will be received by more than 50,000 technical management men—readers of AVIATION AGE—in the military, manufacturing, and commercial phases of aviation.

With the average of 6 pass-along readers per copy shown by the 1956 survey, this Handbook will be referred to by nearly 300,000 technical specialists in 1957.

Q. / 7. How will readers find my advertisement among 500 advertisers?

A. Cross reference indexes will make it easy for Handbook users to locate advertisements of products or services in which they are most interested. All advertisements meeting published closing dates will appear in appropriate editorial sections.

Q. / 8. What type of advertisement shall I use?

A. Readers want information they can use—an advertisement on a particular product with specifications, applications and advantages; a multi-page catalog advertisement covering a complete range of products—or an institutional advertisement defining the scope and direction of your company's activities.

AVIATION AGE 1957 RESEARCH AND DEVELOPMENT TECHNICAL HANDBOOK keeps your product or service information accessible to aviation's technical management men year 'round—gives you what you most want in a reference advertising medium—a proved record of high readership—high frequency of use—multiple readership—lasting reference—reader action. When AVIATION AGE'S technical management readers reach for this Handbook be sure your sales story is there. For more information or to reserve your space—call, write or wire.

Systems Engineering, Aerodynamics and Structures, and Power Plant Sections close April 24th. All others May 1st.

Aviation Age

a Conover-Mast Publication

205 East 42nd Street, New York 17, N. Y.

CPA

NET



THE POINT OF PAY-OFF after months of preliminary planning most often arrives when Victor salesmen achieve a group demonstration in the prospect's plant.

Planning Cuts the Risk When You Introduce New Industrial Product

Victor seeks no theatrical themes or off-beat promotion stunts when it adds a new product to the line. It sticks to the A-B-C's: adequate pretesting, careful cost-accounting, creation of hard-working literature, and sales training. This approach has resulted in rapid line diversification.

By E. A. DANIELS

**Vice-President in Charge of Sales
Victor Equipment Co.**

Potential resistance to a new technical product can be minimized or almost totally eliminated by the right kind of advance organization and preparation.

We can say this with confidence because here at Victor we have successfully introduced a sizable number of new products during the past several years.

Step by step, the program we follow in getting a new product off the ground goes like this:

1. We expose it to a thorough field testing. This is done by placing it in chosen locations, as near as possible to our home base, where it can be given exactly the kind of testing

we desire under proper application conditions.

2. We put it through rigorous cost-accounting. We set down potential manufacturing cost, overhead, sales and advertising expense. We calculate profits and dealer margins. These figures provide the base for the decision on selling price.

3. We next move the new product to the advertising department. There, in collaboration with Engineering, a promotion program is worked out, and a variety of sales tools developed. These include technical and service material for our own men and our dealers, such as en-

gineering data, manuals, parts lists, price lists, catalogs. Advertising and publicity are planned and produced.

4. Now the salesmen are thoroughly briefed. We do this through product training meetings in which the men get intensive instruction in engineering application and specific sales techniques to be used in presenting the new product to prospects.

5. The product goes to the field. Salesmen's primary objective: a test-demonstration.

6. Finally, the product must be pushed along with persistent and systematic follow-through.

This, obviously, is a simple program. The fact that it works rests upon our insistence that each step be painstaking and thorough. This insures coordination of all factors—personal sales work, promotion tools, advertising, publicity—when target date for introduction rolls around.

We lavish great thought and care on our technical literature. We have always felt that well prepared sales and advertising material opens the door for the salesman and if properly used it serves the equally important function of holding the interest of the prospect after the salesman has gone.

Your sales job is easier when people are "sold" on your company as well as its products

Corporate—or "institutional"—advertising may seem far-removed from the basic selling problems you face. But by creating a strong, favorable image of your company, corporate advertising wins wider acceptance for what you sell.

Take American Machine & Foundry Company and its advertising in The New York Times.

AMF has 23 operating subsidiaries, 18 divisions. It creates and produces atomic, electronic and mechanical equipment for consumer, industry and government. AMF products range from toys to atomic energy reactors.

To tell the complex story of its diverse activities, AMF and its advertising agencies prepared a 16-page advertising section for The New York Times of Nov. 4, 1956. Each part of the section promoted a particular AMF product or service.

What happened? It prompted newspaper stories

and editorials. Heads of various AMF units swamped the home office with requests for copies to send to customers and prospects.

"Stockbrokers telephoned, asking for copies," says Victor Ancona, AMF manager of visual aids. "Stockholders wrote for additional copies to send to their friends." AMF is still using this advertising at meetings, in mailings.

Your company's corporate advertising in The New York Times can do this same kind of job for you. It will start people thinking about your company, just as AMF's advertising in The Times did. And when people start thinking about you the way you want them to think, they're better sales prospects for you all down the line.

The New York Times

For 38 years first in advertising in the world's first market

Printed promotion can't take the place of personal presentation, but it is invaluable as an adjunct. I don't know how we could do business without it. We find that some technical people prefer to have literature left for them to study at leisure rather than to engage in lengthy discussion. We are careful, therefore, to make each printed piece self-explanatory and so complete that the prospect can make a decision without having to ask for more information.

Our aim in designing any piece of literature is to make it a sales presentation for the product, not merely a carrier of technical reference facts. The engineer gets a "sell" while he absorbs specifications.

Another thing: we do all we can to aid fast reading and quick understanding through the use of flow charts, tabular treatments of such data as maximum and minimum performance limits, and the simplest kinds of line drawings.

Our main catalog presents the product story in sufficient detail to be informative. In addition we provide separate sheets on each product when a man indicates specific interest in that product. On these sheets we repeat all that is in the catalog but in much greater detail.

Let's look at one example.

In our current catalog there is a section on Victor regulators. Each type is pictured in color. The heart of the sales story is summarized with a statement: "Victor regulators are known as 'Safety Regulators' for five basic reasons." The reasons follow.

Since every engineer is interested in service, that subject is covered. "Victor regulators are designed so that servicing may be accomplished in the easiest and least expensive way with ordinary repair tools."

The format of some of our literature varies with the market or markets we are seeking to reach. For example, when we expanded into

hard-facing materials we put out a "Victor Hard-Facing Manual," arranged in seven divisions for direct appeal to prospects in the industries we expected to serve. Actually it is seven manuals in one, each set off with a different colored first page in heavy stock and identified with a letter of the alphabet, as: (A) Brick & Clay; (B) Cement; (C) Coal Mining; (D) Dredging; (E) Earth Moving; (F) Metal Mining; (G) Rock Products.

We think of our supplementary literature as the groundwork for our promotion and selling. How it fits into the total effort is best seen in the part it plays in the introduction of a new product. Our Gas-O-Dome regulator is a good example. It represented our entry into a completely new field. The product was new to our industry. A clear need for it existed because methods for regulating high pressure gases were inadequate, unsatisfactory and dangerous. It gave



SIGHT, SOUND, ACTION, IN COLOR

It takes this powerful "foursome" to do the best selling job. Now available coast to coast. USE...

THEATRE SCREEN ADVERTISING



1032 Carondelet Street
New Orleans, La.

How Victor Grew

When Victor Equipment Co., San Francisco, manufacturers of flame-cutting, welding and heating equipment, expanded its entire operation a few years ago in the direction of diversification, it placed itself in a position to tap many new markets.

First, it entered into the production and sale of a complete line of hardfacing materials (used to resist wear and prolong life to new and used equipment in all phases of industry). The demand that move created has been so great that the company has had to enlarge its production facilities each year since its entry into the new field.

Another expansion was into the field of regulation and control of high pressure gases, with the development and introduction of Victor Gas-O-Dome regulators. Primary prospects and customers are in the electronics industry; research and development labs; aircraft manufacturing (commercial and military planes); companies working on the Government's guided missile program; chemical industries, specifically those producing the new plastics; other businesses, particularly where automation has been introduced.

The company also has revamped and modernized products in its primary field of flame-cutting, welding and heating equipment, and introduced new models.

Today, Victor is considered the largest independent manufacturer of flame-cutting, welding and heating apparatus and gas regulating devices, and the third largest in the industry.

A strong advertising program has played its part, with consistent schedules in both vertical and horizontal industrial publications. Most often used are *Welding Journal*, *Welding Engineer*, *Industry and Welding*, *Steel*, *Iron Age*, *Contractors and Engineers*, *Control Engineering*, and *Applied Hydraulics*.



Paul DeKoning, President of Jantzen, Inc., says:

"I send her out in the worst weather!"

"But I've got to! Top-fashion Jantzen swimsuits are rushed to the stores in mid-winter to beat competition for cruise and resort wear.

"Speed is essential. The styles that catch on are followed by big re-orders.

"To meet the demand — before our competitors do — we rely on Air Express!

"Our swimsuit factory here in Portland, Oregon uses Air

Express to ship all over the country. Air Express never fails us.

"Air Express is using radio-controlled trucks to hustle shipments on the ground to and from airports. And any shipment can be instantly traced by the new Air Express private teletype system.

"Yet, we save money by specifying Air Express. For instance, a 10 lb. shipment from Portland, Oregon to Kansas City, Missouri costs \$6.66. That's 57¢ less than any other complete air service."



Air Express



30 YEARS OF GETTING THERE FIRST via U.S. Scheduled Airlines

CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY

us an edge over competition because no one had yet brought out what seemed to us a reliable medium for handling the variable control of extremely high working pressures of gases such as nitrogen, oxygen, hydrogen, argon, helium, boron trifluoride.

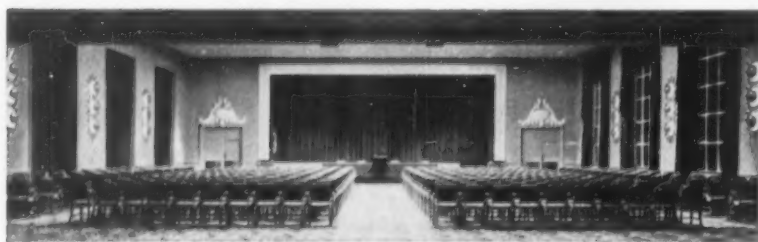
After the field-testing and cost-accounting phases of the development, we designed literature to provide the basis of the promotion program and to serve as tools for field representatives and the dealer organization. The main piece was a 16-page catalog, fully illustrated, and with three pages of flow charts. Publicity was released

to the appropriate publications. Advertising was prepared for *Control Engineering* and *Applied Hydraulics*.

Advertising copy had a news headline for technical men: "Control Gases to 10,000 p.s.i. . . . With Victor Gas-O-Dome Regulators." The product was pictured. Copy gave the essential information in four sentences: "Gas pressure, not springs, controls diaphragm motion to give you precise regulation of high pressure gases at high or low flow rates. Can be remotely controlled if desired. Safety valve furnished on request. More than 55 stock models in the following

series." In columns opposite the series numbers "Special Features" were listed and "Gases Handled," providing at the same time the engineering data and selling points. Only other text announced: "Victor's long experience in pioneering high pressure gas regulation is yours for the asking. For details and complete data on Gas-O-Dome Regulators, see your Victor dealer or write us for catalog 341. Dealer inquiries invited." Reprints of the advertisement were made available to field representatives and dealers and used in direct mail.

The literature on a new technical product is invaluable in the training of sales personnel—our own and our dealers' men. We have 55 men, many of them experienced welders, both in gas and electric application. Many are capable and practical engineers. These men operate in the California territory where we sell direct. In addition, we have 10 factory field representatives located in the other states, who work with dealers and their salesmen.



Where the convention season never ends...

THE

Greenbrier



For complete information, address: Charles E. Norvell, Director of Sales, The Greenbrier, White Sulphur Springs, West Virginia, or inquire of reservation offices at: New York, 17 East 45th Street, MU 2-4100; Boston, 73 Tremont Street, LA 3-4497; Chicago, 77 West Washington Street, RA 6-0625; Washington, D. C., Investment Bldg., RE 7-2642.

Combining the finest, most modern accommodations for business meetings with unexcelled sport and recreational facilities, The Greenbrier offers an outstanding location for your next convention. The Greenbrier's newly completed, air-conditioned West Wing provides meeting rooms for groups up to 1000 and includes such features as . . . a brand new auditorium with a 42 foot stage . . . the latest P. A. systems and projection equipment . . . a theater with CinemaScope screen . . . and superb arrangements for banquets. Don't overlook either, the marvelous sports and recreational facilities, the courteous service, comfortable guest rooms and wonderful dining that have made The Greenbrier world-renowned as America's Informal Business Capitol.

THE
Greenbrier

WHITE SULPHUR SPRINGS • WEST VIRGINIA

Call Is the Test

Obviously, all the work of preparation will be tested in what the salesmen do when they make their calls.

Our first sales call is made on the purchasing agent. Through him the salesman determines who is responsible for exploration of a new product and subsequent requisitioning. This may lead to a plant manager, a chief engineer, chemist, metallurgist or any combination of these, for group selling situations are common. Usually, a company needing a commodity of this nature will alert its purchasing agent to be on the lookout for something that will meet its particular requirements. Consequently, when our salesman or a dealer salesman calls and presents the merits of a suitable product, the task of calling together the appropriate individuals for demonstration presents no difficulties. Our publicity, advertising—and sometimes an advance direct mailing—have helped encourage this readiness to be sold. If there is no ready acceptance, we intensify our efforts.

In any case, the salesman aims at a demonstration or test. In many instances a prospect or customer wishes to conduct his own testing. Technical men often like to work these things out alone . . . and this is where our literature plays an important selling role. It frequently happens that we submit (on proper request) a sample of the product on a memo billing or on a provisional purchase order. If aid is welcomed, one of our field men

or a dealer salesman goes along to make sure the procedure is understood.

In the case of a completely new product like the Gas-O-Dome, particularly if a prospect new to our company is involved, demonstration is doubly desirable. Nothing else is so potent in creating desire for the product. A test in the prospect's plant, showing how his specific problems are solved by our product, almost invariably clinches the sale. There is no better way to make a group presentation. Our literature is useful here, since it can be left with each member of the group witnessing the test. This is the approach we take with large firms.

In the case of a smaller account a salesman usually takes a sample of the product on his initial call and asks for permission to conduct a personal demonstration then and there.

Making New Customers

The introduction of a new product gives us the opportunity to make new customers, and once we have turned a prospect into a customer, our aim is to keep him one for life. This is accomplished through close, continuous follow-up made possible by our system of sales supervision. Each new customer is keyed into a territory and as long as he is a potential user of our products he receives regular calls. The frequency is determined by account potential. If he is in a remote spot, we arrange to have a dealer or one of our field representatives call. A record is kept of each contact and by periodic checking we can see if the customer is receiving proper attention. If he is not, the responsible salesman, representative or dealer is queried.

Every call is a selling call. We are interested in the previous sale made to this customer, in the performance of the product, the degree of customer satisfaction. The salesman does not ignore such factors in good customer relations. But on each visit he also tries to sell across the board, knowing that if he does not, competition may capitalize on the lapse.

We believe in and try to practice the a-b-c's of marketing. We believe, for example, that maximum sales volume is achieved only when all realize that there is no substitute for customer communication. The products and their potential benefits must be made known to the prospect through one or more channels: advertising, sales promotion, direct sales effort.

We believe, too, that the highest rewards are achieved when there is incentive . . . incentive for the sales-

men in the form of recognition or monetary reward. (We customarily provide extra incentives during campaign periods.) Compensation must be set up so that a man can earn more if he produces more.

A parallel principle applies to dealers. Dealers are successful only if they understand the product and have confidence in it, are given proper sales tools, have confidence in the company, make a profit.

They are happy and fully cooperative only when they know the manufacturer has firm sales policies with

respect to sales prices and territory protection.

They require constant attention to their problems, both sales and technical, and must be contacted regularly like any consumer customer.

These problems, large or small, must be treated with equal importance and a sincere desire to find a solution satisfactory and acceptable to the dealer.

Putting it plainly . . . the customer is the boss and without satisfied customers we would be without jobs.

The End

...now
photographic
type
the easy way...

overhead
projection
slides...

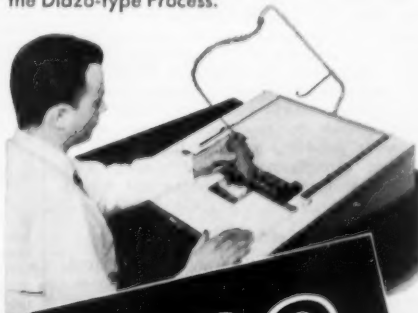
movie,
film strip
titles...

flip charts
and
presentations

When you have a story to tell clearly and quickly, prepare it the ProType way —

**simple, easy...
no camera...
no darkroom!**

ProType photographic type is the ideal answer for visual presentations. You get clean, razor-sharp type up to 90 points — without complicated machinery, expensive cameras or darkrooms! All you do is expose the type at a simple easel under regular room lighting conditions, then develop the ProFilm or ProPaper there! That's all there is to it! More than 10,000 type sizes and styles are available to suit any need, from text to headlines of compelling interest and impact. ProFilm is ideally suited for use in making projection slides, and ProType, on both ProFilm and ProPaper, fits in perfectly with all phases of the Diazo-type Process.



ProType



DAVIDSON CORPORATION
A Subsidiary of Mergenthaler Linotype Company
29 RYERSON STREET, BROOKLYN 3, NEW YORK
Distributors in all principal cities and Canada

Text set in Linotype • Headings in ProType

☐ Arrange demonstration
☐ Send brochure on ProType

Name _____

Street _____

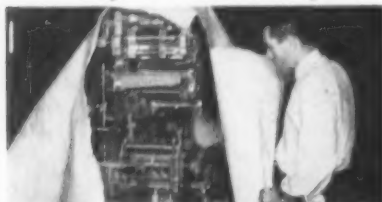
Firm _____

City _____ Zone _____ State _____

Rust Prevention Without Grease or Gunk New Sales Feature

**Marvellum VPI® Ends Messy,
Costly Degreasing; Customer
Receives Ready-to-Use Product**

Now you can stop rust by packaging products in a chemically treated paper. This new miracle paper, Marvellum VPI®, stops rust for years even under the most unfavorable climatic conditions. By releasing an invisible vapor, VPI forms a thin film on metal which prevents oxidation (rust). Marvellum VPI completely eliminates the old greasing and oiling methods, providing a simple easy-to-use rust prevention for any size or shape of ferrous metal product.



VPI cover provides rust-free transit of valuable machinery. Equipment arrives ready to use, no grease or gunk to remove

Results Proven

VPI was developed by the Shell Development Co. to meet a government need for a protective wrap for storage and overseas shipment of vital aircraft parts, machines, tools and other metal products. Marvellum VPI is now widely used by industry as a wrapper, liner or cover to protect products while in process, storage, and transit.

Added Sales Features

The effective, long-lasting protection of Marvellum VPI, its cleanliness and ease of application can make your selling job easier. Customers welcome VPI packaging, which assures arrival of your products rust-free — and keeps them rust-free during storage. They'll welcome the cleanliness — no more messy grease to remove. If you sell a consumer product, such as hand tools or sporting equipment, the reusable VPI wrapper will provide an important added sales feature.

Inexpensive Protection

Marvellum VPI is comparatively inexpensive. A small 1" x 5" strip protects a package of twelve hack saw blades at a cost of 1/10th of a cent; a large machine tool, valued in the thousands, can be shrouded with VPI for as little as one dollar.

Versatile Packaging

Marvellum VPI can be tailored to your product, and your packaging and display requirements. It's available in rolls, sheets, envelopes, bags, shrouds and tubes. Your trade-mark and sales message can be easily imprinted on Marvellum VPI. Write today for free samples and informative literature.

marvellum

THE COMPANY
HOLYOKE, MASSACHUSETTS

SALES GAINS AND LOSSES

Two companies registered more than a 100% sales gain for the period designated in the following list of 124 representative firms. Sixty-five showed gains of 10% and more. Lucky Stores led the group with a 164% gain, Resistoflex was second with a 104% gain. Among those in the over-50% gain column are American Electronics, 75%; Acme Electric, 64%; Barium Steel, 59%; Cooper Bessemer, 61%. In the up-to-50%-gain category are W. L. Maxson, Varian Associates, Gar Wood Industries, Koppers, Dresser Industries.

Key: f—fiscal year.

Company	Period	1956	1955	Company	Period	1956	1955
Acme Electric Corp.	6 mo.	\$ 5.1	\$ 3.1	Koppers Co., Inc.	yr.	307.6	230.2
Acme Precision Products	yr.	5.9	10.8	Lakeside Laboratories, Inc.	1 yr. f	6.0	5.4
Aeroquip Corp.	3 mo.	8.9	7.2	Lehn & Fink Prods. Corp.	6 mo.	13.6	13.1
Air Reduction Co., Inc.	3 mo.	46.0	39.6	Lee Rubber & Tire Corp.	1 yr. f	46.5	45.9
Allied Chemical & Dye Corp.	yr.	668.9	628.5	Libbey, McNeill & Libbey	6 mo.	148.2	146.8
Alpha Portland Cement	yr.	35.4	31.2	Libbey-Owens-Ford Glass Co.	yr.	259.1	281.5
American Crystal Sugar Co.	9 mo.	40.0	34.2	Liggett & Myers Tobacco Co.	yr.	564.9	546.9
American Electronics, Inc.	yr.	10.3	5.9	Lipe-Rollway Co.	1 yr. f	12.5	8.9
Ashland Oil & Refining Co.	3 mo.	78.7	72.2	Liquid Carbide Corp.	3 mo.	8.2	7.3
Armco Steel Corp.	yr.	761.8	692.6	Lucky Stores, Inc.	yr.	118.2	44.8
Atlantic Refining Co.	yr.	544.8	513.0	M & D Stores Fixtures	6 mo.	1.8	1.5
Atlantic Steel Co.	yr.	28.7	28.3	Maxson (W. L.) Corp.	3 mo.	4.5	3.0
Atlas Powder Co.	yr.	67.0	60.3	McDonnell Aircraft Corp.	6 mo.	125.5	83.5
Ayrshire Collieries Corp.	6 mo.	23.5	19.3	Mergenthaler Linotype Co.	3 mo.	10.0	6.9
Bancroft (Jos.) & Sons	6 mo.	10.9	11.6	Midwest Rubber Reclaiming	1 yr. f	8.9	9.6
Bardeen Corp.	1 yr. f	7.3	6.6	Monsanto Chemical Co.	yr.	541.8	522.3
Barium Steel Corp.	yr.	119.3	75.0	National Biscuit Co.	yr.	410.4	389.6
Beaunit Mills, Inc.	9 mo.	83.6	81.4	Nat. Distillers Products	yr.	543.0	500.1
Beech Aircraft Corp.	3 mo.	20.2	17.0	National Starch Products	yr.	38.5	34.2
Beck & Decker Mfg. Co.	3 mo.	13.3	10.8	National Steel Corp.	yr.	664.2	622.0
Brad Foote Gear Works	1 yr. f	7.1	7.2	National-U.S. Radiator	9 mo.	41.1	42.8
Bruce (E. L.) Co.	6 mo.	15.0	17.8	N. Y. Shipbuilding Corp.	9 mo.	49.2	52.3
Burlington Industries, Inc.	3 mo.	177.0	179.2	Norwich Pharmacal Co.	yr.	29.5	24.8
Brunner Mfg. Co.	1 yr. f	15.4	12.9	Omar, Inc.	24 wks.	18.9	18.3
Carborundum Co.	yr.	104.8	93.0	Owego Falls Corp.	yr.	45.3	42.0
Carpenter Steel Co.	3 mo.	17.5	15.0	Outboard Marine Corp.	3 mo.	31.7	23.8
Catalin Corp. of America	yr.	22.4	20.4	Pittsburgh Metallurgical Co.	6 mo.	20.4	17.9
Celotex Corp.	1 yr. f	76.4	71.1	Porter (H.K.) Co., Inc.	yr.	140.6	106.0
Clinton Machine Co.	9 mo.	26.7	22.3	Polash Co. of America	6 mo.	9.3	8.0
Contl. Electric Equipmt.	6 mo.	2.7	2.1	Ranco, Inc.	3 mo.	6.4	6.6
Contl. Motors Corp.	1 yr. f	125.1	145.4	Ray-O-Vac Co.	9 mo.	30.4	29.4
Cook Paint & Varnish	1 yr. f	36.6	36.4	Reeves Brothers, Inc.	6 mo.	26.4	28.5
Cooper Bessemer Corp.	yr.	61.2	38.0	Resistoflex Corp.	6 mo.	4.7	2.3
Daystrom, Inc.	9 mo.	53.7	47.7	Revco, Inc.	1 yr. f	9.6	6.8
Diamond Alkali Co.	yr.	121.2	110.2	Riegel Paper Corp.	yr. (12/30)	57.3	50.9
Disco-Wayne Corp.	yr.	13.2	12.2	Rockwell Manufacturing Co.	yr.	114.7	83.0
Dresser Industries, Inc.	1 yr. f	230.2	170.7	Roddis Plywood Corp.	1 yr. f	55.1	50.4
Drexel Furniture Co.	1 yr. f	28.8	24.2	Rotary Electric Steel Co.	yr.	53.5	54.2
Engle-Picher Co.	1 yr. f	116.4	114.4	St. Regis Paper Co.	yr.	330.0	257.0
Endicott-Johnson Corp.	1 yr. f	151.3	143.0	Scotten, Dillon Co.	yr.	5.4	5.2
Ford Motor Co. of Canada	yr.	345.6	346.1	SeaPak Corp.	3 mo.	2.1	1.9
Frontier Refining Co.	6 mo.	15.7	13.2	Smith Agricultural Chem.	1 yr. f	9.4	9.3
Gar Wood Industries, Inc.	yr.	41.0	29.9	Smith, Kline & French Labs.	yr.	104.7	91.6
Gen. Steel Castings Corp.	yr.	48.2	32.0	Standard Forgings Corp.	yr.	22.1	17.6
Georgia-Pacific Corp.	yr.	121.3	91.9	Stevens (J.P.) & Co., Inc.	1 yr. f	372.6	321.1
Globe American Corp.	1 yr. f	4.3	4.8	Stokely-Van Camp, Inc.	6 mo.	75.2	64.6
Granite City Steel Co.	yr.	137.1	116.2	Thompson (H. I.)			
Graniteville Co.	1 yr. f	56.8	56.7	Fiber Glass Co.	1 yr. f	5.1	4.4
Hajoca Corp.	yr.	36.1	41.2	Topp Industries, Inc.	6 mo.	2.0	1.3
Hammermill Paper Co.	yr.	49.1	42.4	Torrington Co.	6 mo.	30.9	26.6
Harris-Seybold Co.	6 mo.	18.0	19.1	Varian Associates	3 mo.	3.4	2.2
Hat Corp. of America	1 yr. f	15.4	13.4	Virginia-Carolina Chemical	6 mo.	21.8	21.7
Hercules Gallon Products	1 yr. f	12.2	9.7	Walker Mfg. Co. of Wis.	1 yr. f	34.4	30.8
Hercules Powder Co.	yr.	235.9	226.6	Wells-Gardner & Co.	6 mo.	9.6	10.2
Imperial Paper & Color Corp.	6 mo.	13.9	12.8	Western Auto Supply Co.	yr.	210.2	197.7
Indian Head Mills, Inc.	1 yr. f	21.8	19.9	Wheeling Steel Corp.	9 mo.	186.7	183.2
Intnl. Minerals & Chemical	6 mo.	41.9	37.6	World Publishing Co.	9 mo.	6.4	5.2
Intnl. Shoe Co.	1 yr. f	266.8	262.4	Wurlitzer (Rudolph) Co.	3 mo.	10.6	8.6
Johns-Manville Corp.	yr.	310.3	284.7	York Corrugating Co.	9 mo.	5.6	5.0
Johnson, Stephens & Shinkle Shoe	1 yr. f	8.5	7.4	Young (L.A.) Spring & Wire	1 yr. f	46.0	44.8
Joy Manufacturing Co.	3 mo.	31.7	24.8	Zenolite Co.	6 mo.	3.7	4.0
Kennecott Copper Corp.	yr.	578.1	555.9				
Keyes Fibre Co.	yr.	13.2	12.5				
Keystone Portland Cement	yr.	12.6	10.0				

IT WOULD TAKE

42

**WALDORF-
ASTORIAS**

OR

62

**CONRAD
HILTONS**

**TO HOLD The Seattle Times
375,680 EXCLUSIVE READERS!**

*(Based upon 2-person occupancy of the Waldorf-Astoria's 4400 rooms and
apartments in Manhattan and the Conrad Hilton's 3000 rooms in Chicago.)*

You reach 375,680 readers (117,400 families) in Seattle's A-B-C City Zone EXCLUSIVELY when you advertise in *The Seattle Times*. The 1957 certified survey recently completed by Dan E. Clark II & Associates also proves that both *mass* and *class* are reached...and sold...by *The Seattle Times*!

The Seattle Times also dominates the coverage of *every* income group in Seattle.

Ask your O'Mara & Ormsbee man—or ask us—for full published report.



The Seattle Times

SEATTLE'S ACCEPTED NEWSPAPER

REPRESENTED BY O'MARA & ORMSBEE, INC.

New York • Detroit • Chicago • Los Angeles • San Francisco

Member Metro Sunday Comics and Metro Rotogravure Groups



CATALYSIS: At 24 round-tables in the last five years more than 500 men who matter in housing have joined with House & Home to improve America's living. Catalysis at local level brings suppliers and customers together.

House & Home Brings Customers "into the Act"

Round-tables with leaders of all factors in housing make five-year-old magazine its industry "catalyst." And "service selling" at grass-roots conferences across the U.S. helps to build \$2.5 million annual advertising volume.

Just five years ago Time, Inc.'s new *House & Home* set out to "catalyze" the interests of all the various major factors in the \$22-billion-a-year home-building and -repair industry: builders, architects, realtors, lenders, manufacturers, dealers.

Two figures which suggest this monthly business magazine's business progress are a circulation today of 110,000 and advertising revenue in 1956 of \$2,513,350.

And two continuing "catalytic" forces are:

1. A frequent series of round tables with leaders of housing groups on their joint problems and opportunities, and

2. Marketing conferences across

the country where the round table approach is applied to what Publisher Perry Prentice calls "creative and service selling."

Since the spring of 1952 a total of 500 men who matter in housing have taken part in 24 round tables.

The first, on central air conditioning, brought together for the first time producers of this equipment, builders and architects. Results were more than a 29-page report in *House & Home*. One manufacturer immediately redesigned his equipment. Others followed. Since then both the number of manufacturers and unit sales of central air conditioning have multiplied five times.

H&H has long crusaded for prefabricated houses—which now ac-

count for 7% of all new homes, but which by 1970, *H&H* predicts, will climb to 30%. In this connection several round tables have been concerned with standardized parts, mechanization and materials-handling.

Some round table problems are particularly current and urgent. In late 1953, when Congress was getting set for major changes in housing legislation, a three-day session of 41 housing leaders brought specific proposals, published as "an open letter to the President." Eleven of these 41 men later were among the 23 picked by the President for his Advisory Housing Committee. Various round table proposals were enacted by Congress.

While opposing the Congressional "purge" of the FHA, the magazine has criticized FHA appraisals, public housing and "cheap" houses. A cutback in home building would "play right in the hands of the political left . . ."

H&H fought to save the "package mortgage"—which "has made housework easy for millions of busy women; has sold millions of appliances; helped to sell millions of new houses, and millions of better kitchens in older houses."



What the sales manager learned at the PTA meeting

What *really* impressed the sales manager was the way the movie program was *put across*.

Everything teamed up for a smooth performance. The teacher set up the projector in jig time. She started with the opening frame—no distracting, flashing focus frame. The pictures were needle-sharp; the sound natural and comfortable.

The projector used was a Kodascope Pageant 16mm Sound model. And, as the sales manager later found out, this *portable* projector not only provides simple setups, single-switch reversing, fine sound and brilliant pictures—

it also is *lubricated for life*. This puts an end to the most common cause of projector failure, improper lubrication. It keeps a Pageant ready to go—on with the show.

Can you benefit from what the sales manager learned? You can if you use 16mm movies, whether for sales, advertising, or training.

Let a nearby Kodak Audio-Visual Dealer show you *how* in person. Or send the coupon for a free copy of V3-22. It gives complete details on the several Pageant models as well as other Kodak equipment for audio-visual use. No obligation either way.



EASTMAN KODAK COMPANY, Dept. 8-V, Rochester 4, N. Y.

3-222

Please send me complete information on the new Kodascope PAGEANT 16mm Sound Projectors, and tell me who can give me a demonstration. I understand I am under no obligation.

NAME _____ TITLE _____

ORGANIZATION _____

STREET _____

CITY _____ STATE _____

(Zone)

Kodak
TRADE MARK

OVERCOMING OBJECTIONS

A PRIZE WINNING SALES TRAINING FILM

One of the best ways to help salesmen and dealers is to show them sales champions in action. This film does just that. Featuring Borden and Susse—ace sales training team—it will give your next meeting a big boost in audience impact. Try it and see!

You can rent or buy a print of *OVERCOMING OBJECTIONS*. Details, plus our new film catalog, mailed on request. Write to—

DARTNELL

HEADQUARTERS
FOR SALES
TRAINING FILMS

4660 Ravenswood • Chicago 40, Ill.



Any pro in promotion knows young and old respond to balloons, and in "pressurizing" . . . well, parents purchase where kids get premiums they like, like balloons.

Toyco gives better deals on imprinted balloons—smaller quantities at lower cost! Order as few as 500, if that serves your need. Toyco 7" round balloons, printed one side, \$17.50 per thousand; printed two sides, \$22.75. Toyco #413 Airship (4" diameter, 18" length) \$16.45 per thousand, printed one side; \$21.70 printed two sides.

Toy with the TOYCO thought for your promoting or pressurizing.

FOREMOST
DIVISION

THE FAULTLESS RUBBER COMPANY

Ashland, Ohio



CHAIRMAN: Moderator at most of the round-tables, and active participant in the marketing conferences, is Perry I. Prentice, editor and publisher of *H&H*. Today's tough selling, he believes, is "the smart builder's big opportunity".

A *House & Home* round table on "Housing Conservation and Rehabilitation" in mid-1953 led to capitalized action: American Council to Improve Our Neighborhoods.

Another, on better design of homes, in Los Angeles last spring in connection with the convention of American Institute of Architects, was jointly sponsored by AIA and National Association of Home Builders and *H&H*. Participants included editors of "home," women's and general consumer magazines.

Now and then other talent from Time, Inc., take part. Roy E. Larsen, president of the company, and

Andrew Heiskell, publisher of *Life*, have shared Prentice's "chair." Among industry leaders at one such session were: Clifford J. Backstrand, president of Armstrong Cork; Melvin H. Baker, chairman of National Gypsum; Harold Boeschstein, president of Owens-Illinois Fiberglas; Lawrence Ottinger, president of U. S. Plywood, and Charles R. Pritchard, president, General Electric Supply Corp.

Others at this round table included vice-presidents of New York Life and Prudential; heads of banker and architects associations, city officials of Detroit, Los Angeles, Milwaukee and



H & H APPROVED. The "Lincolnshire" development in Toledo, Ohio, is a good example of the type of community planning advocated by "House and Home." It contains winding street, a variety of plans, elevations and colors and the native trees at left standing. It gets away from the "project" look.

New York, and heads of the Federal Housing and Home Finance Agency and of the FHA.

On these get-togethers *House & Home* built prestige. Indirectly, Prentice says, "they also helped sell advertising."

After the first three, Richard N. Jones, advertising director, suggested that such meetings-of-minds, and their benefits, be brought down to "the grass-roots level."

In 1953 an annual series of marketing conferences was launched.

Focused on major current problems and next year's opportunities, these sessions feature panels of prominent builders, architects, lenders and others. Each attracts from 50 to 200 sales and advertising and agency executives among *H&H's* advertiser customers and prospects. Prentice, Jones, and other executives—and always the advertising salesmen in each area—are present. The "circuit" covers Boston, New York, Miami, Pittsburgh, Cleveland, Detroit, Chicago, Seattle, Portland, San Francisco and Los Angeles.

Last fall's series stressed that "today's tough selling is the smart builder's big chance . . . if he has a good product, styled, sized, sold, merchandised and advertised right."

H&H editors and marketing people wrapped up the facts for '57:

"1. Very few cheap houses are being built today.

"2. Home-building is concentrated in comparatively few places.

"3. Most people no longer build houses: they buy them ready-made.

"4. The builder has become . . . a new type of dealer." (Builders sell more dishwashers, built-in ovens, disposers than all appliance dealers; as many bathtubs as all plumbers, etc.)

"5. Nothing goes into the built-for-sale house unless it can be financed in the mortgage." (Sales of wall-to-wall carpeting sag "because the carpet makers haven't sold the lenders and appraisers." But sliding glass walls, which "get 100% of cost from FHA," are "a selling success.")

"6. The successful builder no longer decides alone." (The architect, realtor and others help him.)

"7. The salesman who actually sells your product to the ultimate consumer can make or break you.

"8. Relatively few builders build most of the houses.

"9. Home building is headed into a critical labor shortage." (This speeds the trend away from "wasteful" on-the-site construction. It spurs prefab houses, standard dimensions.)

Something
goes into
this box
besides
Power Mite flashbulbs...



FEDERAL PAPER BOARD COMPANY, INC.

NATIONAL MORRIS FOLDING BOX PAPER MILLS DIVISION DIVISION

SALES OFFICES: NEW YORK, N. Y., CHICAGO, ILL., NEW HAVEN AND VERSAILLES, CONN., BOGOTA, N. J., BOSTON AND PALMER, MASS., CLEVELAND AND STEUBENVILLE, OHIO, PHILADELPHIA AND PITTSBURGH, PA., MARION, IND.

FOLDING BOX PLANTS: BOGOTA, N. J., NEW HAVEN AND VERSAILLES, CONN., PALMER, MASS., STEUBENVILLE, OHIO, PITTSBURGH, PA., MORRIS, ILL., MARION, IND., PAPER BOARD MILLS, BOGOTA, N. J., NEW HAVEN, MONTVILLE AND VERSAILLES, CONN., MORRIS, ILL., READING, PA., STEUBENVILLE, OHIO, WHITE HALL, MD.

The SAS DC-7C Global Express,
titan of the Viking Fleet
which serves 77 cities
in 42 countries on
five continents.



Quality gives wings to progress

Letterheads make wonderful salesmen, giving an impression of a company's character that cannot be put into words. An excellent case in point is the handsome, modern letterhead used by Scandinavian Airlines System, Inc. It *says* progress, it *sells* service, it assures *quality*. For, like so many of the more memorable letterheads you come across, it is printed on Strathmore...the letterhead papers that *sell* for prominent, progressive firms in every business. There is one that could sell for you. Why not ask your supplier to submit samples?

Scandinavian Airlines System, a unique partnership of Swedish, Danish and Norwegian interests, is the largest non-U. S. carrier operating from both coasts of the United States. SAS made aviation history when it pioneered the first new commercial world route in 1000 years, the Trans-Polar Air Path connecting California and Europe. A second route, directly over the North Pole between Europe and Japan, has just been inaugurated.

STRATHMORE LETTERHEAD PAPERS: STRATHMORE PARCHMENT, STRATHMORE SCRIPT, THISTLEMARK BOND, ALEXANDRA BRILLIANT, BAY PATH BOND, STRATHMORE WRITING, STRATHMORE BOND, ENVELOPES TO MATCH CONVERTED BY OLD COLONY ENVELOPE CO.
STRATHMORE THIN PAPERS: STRATHMORE PARCHMENT ONION SKIN, STRATHMORE BOND ONION SKIN, STRATHMORE BOND AIR MAIL, STRATHMORE BOND TRANSMASTER, REPLICA.

STRATHMORE

Makers of Fine Papers

STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS

"10. Your prospects want to read the ads . . . The more you help them to know your product, the better pleased they will be.

"11. The home-improvement market is *not* in the hands of the builders," but of "specialty contractors, architects," and especially lumber, paint, appliance and other dealers. Half of this market is do-it-yourself, and much "modernizing" involves only surface changes. Most building-product manufacturers will be wise to concentrate sales efforts on the new-house market.

"12. The tremendous importance of the model house.

"The model house sets the style and standard for all other new houses . . . and for old-home modernization." It is the "finest rent-free showroom that building-product manufacturers have ever had." Though only a few more than one million families buy a new home annually, 30 million families tour the "models."

Of the USA's 118,000 builders, only 3,000 have model houses. Manufacturers should put into this "highly concentrated market maximum sales effort." Here "the architect, the builder and the realtor will be your second sales force."


Model houses also have become a potent medium for "non-home" products. American Motors, for example, uses page ads in *House & Home* to urge the building industry:

"Add the appeal of the Rambler . . . America's favorite car for town and country . . . to your homes." Rambler meets "Madam Prospect's need and desire for a car of her own when she moves to your house in the suburbs." It is part of a "complete sales package" that includes the two major purchases in a person's life—home and car." And it gives the builder an "advertising asset that can set your homes apart" from others . . .

House & Home was first put together in three hurried-but-confident weeks as a section of *Time*, Inc.'s *Architectural Forum*. In a "cornerstone" editorial then, Perry Prentice, editor and publisher, wrote that "the clear and simple purpose of (this) new venture into journalism . . . is to help Americans find a better way of living by giving them better homes at prices they can pay."

The first issue of January 1952 carried 143 advertising pages. But after this surge of excitement, the year averaged only 113 pages an issue. The 2,454 advertising pages carried in 1956 brought \$2,513,350—a five-year increase of nearly double in pages and nearly treble in dollars.

Meanwhile, initial circulation—



LOOK QUICK!

and Remember...

...because This Skyline's Changing Fast...

OVER 100 MILLION DOLLARS IN THE PAST 12 MONTHS FOR OKLAHOMA CITY'S NEW SKYLINE . . . And the tempo of this construction medley is gaining speed and strength. Money is on the move among over 500,000 in this metropolitan area . . . You can feel it in the air and see it on their pay checks . . . You can see it in this season's all time high Oklahoma City retail sales. Yes, building is booming and this city is growing fast . . . Don't forget the surrounding 58 county market with its 1,600,000 additional population. Here is a combined expanding buying power of 2 BILLION DOLLARS a year! . . . If you're selling goods or services, *don't* overlook this growing market, and remember, your advertising will reach more Oklahomans more often, with more sales impact through the papers they read most.

THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Greatest in Circulation, Prestige and Buying Influence in Oklahoma

Represented by The Katz Agency

published by The Oklahoma Publishing Company
in OKLAHOMA CITY

One of the FASTEST GROWING CITIES in the nation



guaranteed at 60,000, at \$1 a copy, \$6 a year—soared to 98,000. But to its present 110,000 *H&H* has dared to lift the rate base a mere 10,000 annually.

The magazine lost about \$500,000 in each of its first two years; almost broke even in the next two, and was in the black in 1956.

In those early three weeks of travail, Publisher Prentice admits that "probably, we made a lot of mistakes. But I think we were further along, a year later, than if we'd fussed and tested . . . It never occurred to anyone on this floor (the

10th in the Time-Life Bldg.) that *House & Home* would not be a success."

By another count *H&H* was longer a-borning.

Back in 1932 Time, Inc., bought *Architectural Forum*. As its circulation was multiplied from 3,500 architects to 86,000 people with definite but diverse interests in the broad building industry, the name was changed to *The Magazine of Building*. For some years this magazine covered the construction front, including new homes.

During the depressed and recessed

Thirties there was less to cover. But after World War II, Building burgeoned into the second biggest industry, surpassed only by all the ramifications of Food. In 1955 new construction cost \$42 billion. Of this, non-farm home building alone came to \$15 billion, and repairs and alterations to existing homes, \$7.2 billion more.

Home-building also was emerging as an increasingly strong entity. Stimulated by FHA mortgages and by business-builders, who were replacing handcraftsmen, new homes were going up across the land at a 1.4 million-a-year clip. Pent-up demand, expanding population, families and income, the spreading out into Suburbia and beyond, spurred the trend.

With all this, the new *House & Home* noted: "The only inexhaustible shortage in the USA today is the shortage of good houses."

But already there were trends toward concentration:

1. Half of all new homes were being built in just six states—California, New York, Texas, Michigan, Ohio and Illinois—and three-fourths of all of them in just 15 states.

2. The 19% of all builders who erect more than five homes a year were estimated to account for 77% of all professionally built houses.

These and their professional allies became the basic *who* and *where* of *House & Home's* editorial appeal—and circulation.

Today's bigger builders primarily are newcomers. (Four-fifths of *H&H's* builder readers were not in this business prior to World War II.)

Just as a manufacturing corporation grows on the gearing of such functions as Finance, Engineering, Manufacturing and Sales, the new entrepreneur builders are pushing ahead on their ability to apply the abilities of specialists in financing, land development, design, volume purchasing and promotion.

House & Home offered producers of the 30,000 components that go into a single home "a medium through which you can address your entire professional market."

Today, builders, contractors and subcontractors account for more than 40% of the magazine's circulation. Some other substantial segments are architects, realtors, mortgage lenders, engineers, interior decorators and landscape architects, and government (FHA, VA, etc.) officials. Nearly one-fifth of the total reader group are manufacturers of home products and their distributors and dealers.

The End

Mark WORCESTER a MAJOR DRUG MARKET with ~~\$22,203,000~~ in Drug Sales NOW \$25,091,265

Worcester County families buy their drugs, drug sundries and cosmetics in four types of outlets.

\$617,890*
in Department
Stores



12 of them

\$995,082
in Variety Stores



67 of them

\$4,579,293†
in Food Stores



1305 of them

\$18,899,000‡
in DRUG STORES



206 of them

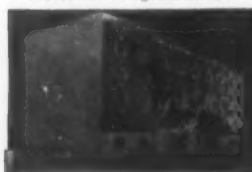
A 3½ million dollar
(20%) increase over
the previous year.

If you judge the Worcester Drug Market by Drug Store figures alone, or by the local wholesale drug picture, you miss sales of more than \$6,142,000.

Local level knowledge of this \$624,927,000 retail market is a must for top-level decisions.

*Based on report from Federal Reserve Bank and 1954 Census of Business
†Based on Survey by Progressive Grocer ‡Sales Management Survey of
Buying Power—May 1956 **Publisher's Statement, Sept. 30, 1956.

Worcester Telegram-Gazette Circulation: Daily 159,666**; Sunday 106,296**



The Worcester
TELEGRAM AND GAZETTE
WORCESTER, MASSACHUSETTS

Howard M. Booth, Publisher
MOLONEY, REGAN & SCHMITT, Inc.
National Representatives



Date me? Tonight?

"Like you advertising people say, I'm one of the half million who read only one newspaper, the *Detroit Times*"

● "I'm the boss's secretary. I've got more responsibilities. That's why I get more pay. No, I'm not married. I live in town with my friend. She's an advertising copywriter. We have a nice big apartment. We like nice clothes and good food. And one of the better things I enjoy you should know about.

"I read only one newspaper, the evening *DETROIT TIMES*.

"Know why? For one thing I have to know what's going on in the world. My company does a lot of foreign business. So I get *all the news* by reading the *TIMES*. Then I like to read about Broadway personalities the way Dorothy Kilgallen writes it. I'm a girl who reads financial news, and for that I like the way James Boynton thinks (my boss does, too).

"Sure we cook most of our own meals, and we use Prudence

Penny's recipes. And Joan Dean never misses a trick in new fashions. What else do I read. Well, you name a *DETROIT TIMES* writer, and I'll tell you the subject. Now don't be silly and ask me what Charles Ward writes. I'm allergic to race horses.

"Gives you pretty good reasons why I read the *TIMES*. It thinks with young ideas, like me.

"If you want to reach people like me in Detroit (I read the advertising, too) remember, you can reach us through no other newspaper but the *DETROIT TIMES*."

One million families live in the Detroit retail trading area and their purchases amount to five billion dollars annually.

By advertising in the *DETROIT TIMES* you reach about half the families in the Detroit trading area, the heart of the Michigan market.

Detroit Times

One of America's Great Home Delivered Newspapers • Represented Nationally by HEARST ADVERTISING SERVICE INC • Offices in 15 Principal Cities

MARCH 15, 1957

79



THIS IS "JOB.PAK": It is designed for manufacturers of original equipment who use large quantities of lock washers

every day. It's the successor to the "old wooden keg." It offers a variety of worthwhile conveniences at point of use.

Why So Many Industrials Specify Mellowes Lock Washers

Functional packaging creates new benefits that have strong appeal for buyers. Among them: reduced handling expense, elimination of counting and weighing, reduced hazards of spilling and mixing sizes, speedier inventories.

If you package lock washers better than anyone else, you'll find flocks of new customers who are ready and willing to buy the new convenience features you have to offer.

That's what the Mellowes Co., Milwaukee, has discovered. Since 1952 it has been pushing a new packaging program that makes it easier for industrial equipment distributors and manufacturers of original equipment to handle lock washers.

Mellowes lock washers, like all others on the market, conform to strict American Standards' Association specifications. If any manufacturer claims his lock washer is better, it must be different, and therefore deviating from the rules.

But how do you market a product the biggest talking point of which is that it's up to snuff? And how do

you stay in business if the only product you make is the lock washer? (A subsidiary of the Charter Wire Co., Milwaukee, the Mellowes Co. manufactures nothing else.)



THIS IS "COIN PAK": The idea was born when Charles Mellowes watched a bank teller wrapping packages of nickels and dimes. Package won prize.

Mellowes, however, is very much in business and is known throughout the nation because of a packaging and advertising program undertaken by Alfred W. Mellowes, the firm's founder, his son Charles, Sales Manager Clarence Martin and Advertising Manager Jack McCoy.

The first year after the program started, Mellowes put on 800 new accounts, and new customers are being added continually. The response to the last piece of direct mail, an advertising flyer sent out on Job-Pak in December 1956, was 8%.

The Mellowes' advertising agency, Paulson-Gerlach and Associates, Inc., was accorded national recognition in the fields of package design and direct mail advertising for its part in developing and administering the Mellowes promotional program on Coin Pak. This recognition came in the form of awards made at a national convention of the First Advertising Agency Group.

Mellowes lock washers are made in 250 sizes, by machines, out of key-stone shaped wire. The smallest washer, which fits and locks the nut on a 3/64" screw, looks like something you find in alphabet soup. The largest fits a 3" bolt.

in the food, drug or department store
which product will she buy...



Pre-selling customers in Columbus, Ohio, assures more sales . . . bigger profits—for YOUR product.

The Columbus Dispatch pre-sells best because it is read most throughout its entire market area. The Dispatch blankets a rapidly growing 502,000 city zone population with 88% home delivery daily . . . 94% Sunday. In addition, it dominates the surrounding 12-county trading area.

TOP TEST MARKET IN THE MIDWEST

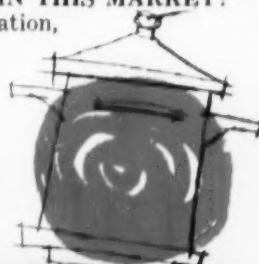
Columbus is recognized as a valuable proving ground for any product. It's the No. 1 test market of the midwest. So, to get biggest "dollar returns" out of this rich Central Ohio market, get into The Dispatch.

HOW DOES YOUR PRODUCT DO IN THIS MARKET?

Ask us . . . complete market information, rates and other data upon request.

It's a fact . . . COLOR STOPS 'EM

Take advantage of ROP Full Color to capture consumer attention and promote retailer acceptance.



THE Columbus Dispatch

TELETYPE CL471

Read in 4 out of 5 Columbus homes daily, 9 out of 10 Sunday

PHONE CAPITAL 1-1234

National Representatives: O'Mara & Ormsbee, Inc., New York, Detroit, Chicago, Los Angeles, San Francisco
 Mitchell & Norman, Inc., Miami Beach — Member Metro Sunday Comics and Magazine Networks

Now... produce that business film yourself

at a fraction of "package" costs!



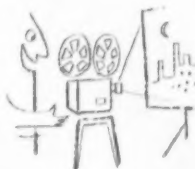
1. YOU PLAN IT—write the script, decide what's to be shot. You don't need movie-making experience. Common sense does the job.



2. YOUR PHOTOGRAPHER shoots the footage, according to a working outline based on your script. He shoots enough extra film to permit smooth editing.



3. WE DO THE REST—When we get your color film, we make the black-and-white workprint, edit, match, splice, narrate, title, record, add opening and closing music*, process, and make a 400-foot, 16mm color release print—all for less than \$1000, and often for as little as \$575!*



4. SOON IT'S BACK in your hands, ready for projection. Despite its easy, low-cost production, it's a smooth, professional motion picture. It can do the same powerful selling job as films costing thousands of dollars more!



FREE BOOKLET, "How to Make Low Cost Business Films," explains in detail the proven production formula which cuts costs by letting you deal directly with the technical agencies of film production. No obligation, no high-pressure follow-up.

*License of the Capitol Records music library

**Correspondingly low prices for shorter, longer and black-and-white films.

TELEFILM
INCORPORATED

a leading 16mm motion picture
technical service since 1938

6039 Hollywood Blvd., Hollywood 28, California

COMING SOON

"A Heart-to-Heart Talk with a New Sales Executive"

Have you been promoted recently? Are you being groomed for the step up? If so, you'll be vitally interested in this provocative article which tells of the big adjustment you'll have to make in your perspective, your working methods and your relations with people when they paint that new title on your door.

SALES MANAGEMENT

Six years ago Mellowes executives probed for a "soft" spot in the lock washer business. Astute market observers, they realized that though the ASA could standardize the lock washer right down to the last spiral, nothing in the rule book could standardize that human factor—service. So some of them visited industrial distributors to see how lock washers were sold over the counter. Others watched washers being used on the production lines.

"Why don't you do something about packaging these things?" one distributor asked Charles Mellowes.

Formerly in Bulk

Good question. The prevalent method of packaging was to handle them in bulk, loose, 100 washers in some boxes, 1,000 in others. Many were packaged in large and unwieldy wooden kegs.

So, in 1952 Mellowes executives tossed their ideas to and fro and came up with a four-way packaging program. They pushed it with direct mail and publication advertising and won more of a name for packaging their product than for the product itself.

Mellowes now offers its lock washers in four types of packages:

1. Coin Pak
2. Job-Pak
3. Standard packages
4. Bulk containers

Coin Pak resulted from a trip to a Milwaukee bank. Charles Mellowes watched a teller wrapping packages of dimes and nickels.

"Why don't we wrap our washers like that?" he asked at the plant.

His aides feared it would cost too much. You see, you cannot pour lock washers into a wrapper like dimes. The lock washer is spiraled and slit to provide a locking helix. To pack them closely you must line up all those helices, one under the other.

But Mellowes believed it could be done easily by machine and would be well worth the cost. A machine was built and it was a success. It lined up the lock washers, inserted them into cardboard tubes—white for plated washers, yellow for plain steel—and assured exact count of the contents of the package. The machine also rolled the ends of the tubes to hold the washers in the tube; yet it leaves the ends open so you can look down the tube, through the center of the washers, and see what you are getting.

Nine popular sizes of lock washers are put up in Coin Pak. Lock washers in Coin Pak are sold in two-

SALES MANAGEMENT

label telescope cartons, which may be stacked upside down or right side up, with readable end labels either way.

Some distributors prefer to stack the cartons upside down, with the inner or black half of the carton on top, so that when it is hurriedly taken from the shelf, the whole box stays together. This is also convenient for upside down display stacking on the counter. For conventional stacking the larger yellow outer half of the carton is on top. All end labels contain pictures of the lock washer, and the count and size of the washers.

Job-Pak is designed for manufacturers of original equipment who use large quantities of lock washers every day. It supplies the contents of a keg in one shipping container divided into six equal inner cartons, labeled and counted. In place of the old chip-board box with a label, or the wooden keg, Mellowes has illustrated this package and its inner cartons with the company trademark, a picture of a lock washer; quantity and size are printed on each package.

Advantages claimed for the Job-Pak:

1. It reduces handling expense. Each inner carton of lock washers weighs approximately 33 pounds. It's easy to stock on shelves with other packaged items.
2. It assures maximum use of stockroom floor area—no open kegs, boxes or cartons on the floor or in the aisles.
3. It eliminates counting and weighing, manual effort and error and prevents spilling and mixing of sizes.
4. It speeds physical inventory and simplifies multi-stock distribution.
5. It provides re-usable containers.

"As You Like 'Em"

Although Mellowes ships most of its lock washers either in Coin Pak or Job-Pak, the firm has not eliminated the standard packages (the $\frac{1}{2}$ " and smaller sizes are packaged 1,000 to a carton; larger than $\frac{1}{2}$ " to 1", 500 per carton, and larger than 1", 100 per carton) in the two-label carton, or the standard keg-size shipping container for bulk washers. "Some customers still prefer the conventional packages and, after all, we are in business to sell lock washers and we will package them any way our customer desires," Charles Mellowes says. "Our advertising stresses, 'Lock Washers, Packaged As You Want Them.'"

Direct mail and industrial publi-

for **DEPENDABLE** **STORAGE**

*safe and
sound*



CALL YOUR ALLIED MOVER **... he's the No.1 Specialist**

Ask your Allied Mover for a copy of "Before You Move." See the yellow pages of your phone book, or write Allied Van Lines, Inc., Broadview, Illinois.



ALLIED VAN LINES • WORLD'S LARGEST LONG-DISTANCE MOVERS

EVERY TYPE OF SALES DISPLAY FOR EVERY TYPE OF PRODUCT

THEY DISPLAY • DEMONSTRATE • DISPENSE • SERVICE • IDENTIFY

FIRST CLASS

is the way
to go to
* market



* the point of purchase ...

this is where buyers
meet your products head-on.
Get the best locations. Give your
product every competitive
advantage it deserves
and needs, to cash in on all
your other advertising
up to this point ...
Display it First Class in
AMDCO Quality METAL Displays
for First Class results ...

Call or write A. M. Daeco. Find out
how other big sellers do it...

**ADVERTISING
METAL
DISPLAY
Co.**

Complete Design & Engineering
& Volume Production Facilities




CHICAGO 58 • 4423 W. NINETEENTH ST • BISHOP 7-1747 • NEW YORK 10 • 2 E. TWENTY THIRD ST • ALGONQUIN 4-1295

COMING SOON:

... new figures on current costs for operating
salesmen's cars. In Sales Management for
April 19, 1957.

cation advertising promoted the sale of the lock washer in its unique packaging. The first direct mail promotion piece consisted of a Coin Pak in a sheet rolled up like a scroll and inserted in a mailing tube. It was mailed to 3,000 distributors. The samples survived the mail, all right, but when the sample Coin Pak tubes reached the desks of distributors, they broke loose from the scrolls and spilled washers over the desks. But the distributors remembered it, and associated Mellowses with lock washers.

Of course, subsequent mailing pieces were revised. The Coin Pak tube was placed on a large card, with advertising, and fastened securely. Distributors detached the Coin Pak samples and kept them in their desk drawers. Consequently they couldn't open their drawers without being reminded of Mellowses lock washers.

For Coin Pak and Job-Pak Mellowses buys large space once a month in at least one industrial magazine: *Purchasing*, *Mill & Factory*, *Buyers Purchasing Digest*, and *Industrial Distribution*.

Novelty Samples

In addition, they give away sample lock washers in Coin Pak, and in miniature Job-Pak for prospective customers' own home work benches. The miniature Job-Pak contains assortments of the popular sizes of washers, complete with plating.

"The novelty of this packaging, its convenience, and the presence of our Coin Pak and miniature Job-Pak in the desk drawers and on home work benches, as well as on the shelves of our distributors, gave us a name for packaging," McCoy states. "In fact, many distributors thought we were a packaging firm only. However, we believe that all know now that we manufacture a complete line of helical spring lock washers from the wire on up."

Comments Martin: "The fact that we receive orders from coast to coast is evidence that our washers are widely known. There are sources of supply all over the country and some much closer to many of our customers than we are. Yet, they prefer our washers. The packaging has been a tremendous asset to our sales.

"Mellowses has 19 agents throughout the country. They have 47 sub-agents—a total of 66 selling Mellowses washers to distributors and manufacturers. They handle nuts, bolts and other items related to lock washers."

The End

SALES MANAGEMENT



Man making money...

Right after the dishes were done, Mrs. Clarke shooed the children to their rooms, and followed them shortly... The radio and the upstairs noises ceased some time ago. The family down the road came home from the movie in town. An occasional trailer on the cross highway is a passing hum. Far away, a dog barks faintly, fretfully. The trees outside rustle gently in the night wind...

In his quiet living room, Bob Clarke has spent the evening at what he says is the easiest way for a farmer to make money—reading *SUCCESSFUL FARMING*. And no other reason better explains the influence of *SUCCESSFUL FARMING* with its subscribers, and its advertisers!

SUCCESSFUL FARMING has little for the part-time farmer, the after-hours gardener. It is published for the pro, the volume producer. Every issue is a manual of means, markets, methods, plans, practical ideas proved by use,

new discoveries and developments. A year of issues covers every phase of farm operation, and farm living. In every issue, the SF subscriber finds ways of saving effort and expense, improving production—making money.

And *SUCCESSFUL FARMING* farmers



are still making money! Three in four are in the 44% minority that gets 91% of the total farm revenue. Their average cash income from farming last year was \$10,260. And they aggregate an annual market of more than \$11 billion, the equivalent of a new national suburbia!

Fifteen years of good incomes have

made SF subscribers better customers for everything. They are remodeling and enlarging their homes, installing new bathrooms and modern kitchens, buying new furniture, furnishings, and appliances; spending for comforts and luxuries, travel and education.

And after fifty-four years of helping the country's best farmers make money, and helping their families live better, no other medium has more respect and confidence, or more influences their spending—than *SUCCESSFUL FARMING*! No other medium can deliver your advertising so effectively, so cheaply, to this superlative class market.

For more customers in 1957, and to balance advertising schedules where general media have limited coverage, you need *SUCCESSFUL FARMING*! Ask any SF office for the details.

MEREDITH PUBLISHING COMPANY, Des Moines...
with offices in New York, Chicago, Detroit, Philadelphia
Cleveland, Atlanta, San Francisco and Los Angeles.



SAN DIEGO - YOUNG GIANT MARKET



*1956 Population Estimate
for San Diego County: 864,600
Greater than 12 States!*

San Diego — Young Giant Market of the West — looms large on the national sales horizon. With a 1956 population of 864,600 — as estimated by the State Director of Finance — *San Diego County ranks higher in population than 12 of the 48 states!*

And this Giant Market is still growing . . . in population . . . in buying power . . . in *quality*.

It takes a Giant to sell a Giant. It takes an advertising medium of broad scope, strong influence, towering stature. To sell this Young Giant Market of the West, at the lowest cost per sale, advertise in *The San Diego Union and Evening Tribune*.

COPLEY NEWSPAPERS 15 "Hometown" Newspapers covering San Diego, California—Northern Illinois—Springfield, Illinois—and Greater Los Angeles . . . Served by the COPLEY Washington Bureau and the COPLEY News Service.

REPRESENTED NATIONALLY BY WEST-HOLLIDAY CO., INC.

EXECUTIVE SHIFTS IN THE SALES WORLD

American Brake Shoe Co. . . .

Denison Neale to director of sales, Denison Engineering Division.

Burry Biscuit Corp. . . .

Vincent J. Kirby to sales and advertising manager.

Chase Brass & Copper Co. . . .

Leland S. Hanson to executive sales director. Company a subsidiary of Kennecott Copper Corp.

Colgate-Palmolive Co. . . .

Ralph A. Hart to executive v-p.

Ford Motor Co. . . .

Robert J. Fisher to advertising and sales promotion manager, Mercury Division.

General Electric Co. . . .

Max E. Hartl to manager, marketing, Metallurgical Products Department; Paul D. Williams to marketing manager, Insulating Materials, and Pierce L. Richards, Jr., to marketing manager, Automatic Blanket and Fan Department.

H. W. Gossard Co. . . .

Wayne B. Beaudette to second v-p, sales.

National Can Corp. . . .

George F. Henschel to v-p and general manager, sales.

Pharma-Craft Co. . . .

L. J. Thompson to v-p, sales.

Pittsburgh Corning Corp. . . .

Paul D. Japp, general sales manager, has been elected a v-p.

Proto Tool Co. . . .

Henry J. Zellweger to advertising and sales promotion manager; Richard E. Reich to product sales manager.

Quaker State Metals Co. . . .

Andrew D. Hunter to sales manager, Sheet and Coil Division.

Shields, Inc. . . .

Bert Joseph to v-p, sales.

Southern Biscuit Co. . . .

Gaius W. Diggs, Jr., to manager, chain store sales.

Standard Tool Co. . . .

Joseph B. Healey to general sales engineer.

Vogue Dolls, Inc. . . .

J. Joseph Ford to v-p, marketing.

White & Wyckoff Manufacturing Co. . . .

Thomas N. Chilikas to advertising and sales promotion manager.



THE FIRST HUNDRED YEARS IN THE VALLEY OF THE BEES



"The object of this paper is not only independence, but permanence. Relying upon a just, honorable and fearless course of conduct for its support, it expects only to make those men enemies who are enemies of the country. Its purpose is . . . to owe no thanks to any clique or faction, but, based on the broader foundations of right, to survive the wreck of mere party organizations, and still to be supported by good and true men all over the state."

Thus, in 1857, James McClatchy set forth in his inaugural editorial the policy and principles which have governed The Sacramento Bee and which have been observed by The Fresno Bee and The Modesto Bee.

Now, on the 100th anniversary of the founding of The Sacramento Bee, the three Bees completely cover the inland empire of California, with its buying income of more than \$2,500,000,000.

1857 THE SACRAMENTO BEE 1957

THE FRESNO BEE



THE MODESTO BEE

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

Ordinarily Sales Management shies away from reprinting articles which have appeared elsewhere. We pride ourselves on being original and exclusive. But we feel also that our first duty is to our readers and, if someone else comes up with something better than we conceived, we swallow our pride. This is one of those occasions: we think that nothing has so well expressed the backing which a salesman gets from good advertising as this piece from Grey Advertising Agency's "Grey Matter."

Why Every Sale Must Have Two Parts

There are two parts to every sale. Let's put the "sale" on the analyst's couch and do a little probing. For the better we understand the nature and character of modern selling, the better salesmen we're bound to be.

When we examine a "sale" we find that it has a dual personality: two parts which merge into a single organism:

1. The part of the sale which is done *for* the salesman.

2. The part of the sale which the salesman does *himself*.

If selling were only using that part of the sale which the company has prepared, even a boy could be a "salesman." (Pardon us, we mean an order-taker.)

If making a sale meant only taking

an order for what the customer needs, there would really be no need for *salesmen*. Most selling could almost be done by mail.

But, as every good salesman knows, the true test of good selling is not in getting a *minimum* order. The big orders for important retail efforts are not *bought* by the stores. They're *sold* by salesmen . . . by men who regard a sale as much more than filling the gaps in a customer's stocks.

The salesman who is satisfied with just taking an order does a disservice to himself, his company, yes, even to his customer. For he has failed to make that *extra* sale for his own company, and to help bring to his customer that *extra volume* which he is seeking so desperately in today's razor-edged competition.

The same start but a different end.

Let's take two salesmen. Both have the same product, backed by the same advertising, the same promotional and merchandising aids, in territories of equal potential. John Jones gets a 10% increase in sales. Sam Smith reaches 50%.

The difference is not in the company's part of the sale, but in the *creative* ability of the salesman. Yes, we mean "creative." For the truly creative salesman can make sales sprout where no sales grew before, and reap a rich harvest where only scrubby plants grew.

The test of the true salesman then is in the "No. 2" part of the sale . . . the part which calls upon his own resourcefulness, ingenuity, imagination and enthusiasm.

Let's examine the "dual personality" of the sale more closely:

THE TWO PARTS OF EVERY SALE

The part which is done for you (the salesman).

1. Your company provides you with a product *skillfully designed and thoroughly tested* to stand up against competition.
2. Your product has been *packaged* so that it will attract the customer, and also fit in the retailer's shelf or floor plans.
3. Your product has been priced to *compare favorably* with competitive products.
4. Your outlets have been *carefully determined* to make your product available to the largest number of customers.
5. *Doors to the trade* have been opened for you by planned trade advertising and promotion. You never have to call "cold turkey" with an unknown product by an unknown company.

The part which you (the salesman) do.

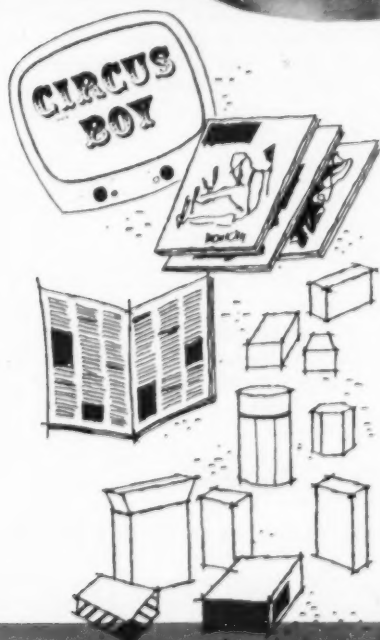
1. Know *everything there is to know* about your product, its selling features, its points of superiority, its uses. Be *expert* in demonstrating it.
2. Know and understand the why and wherefore of your *product's packaging*, why it's superior in design, coloring, shape, function.
3. Start with a *sincere belief* in your product's value. If a cheaper price is the whole story, would there be a need for good salesmen . . . or any salesmen?
4. Your job is to *cover every single prospect* in your territory rather than deciding independently which type of outlet to solicit and which to ignore.
5. Use time thus saved for you to give your prospect *sound selling ideas*. A good idea may turn a reticent buyer into a rabid booster.

Network TV • Magazines • Newspapers • Point-of-Sale • High-Traffic Spectaculars
plus an endless flow of Packages...

Every minute of every day this
seal tells the story of

QUALITY
PROTECTED WITH
REYNOLDS WRAP
ALUMINUM
PACKAGING

**PROTECTED
QUALITY**



You can count the weekly TV audience, the readership of full-color magazine pages, local newspaper circulations...even the traffic in stores and at "spectacular" sites. It adds up to *billions* of impressions per year! But beyond all counting are the famous-brand packages that display the Reynolds Wrap Aluminum Packaging Seal on the nation's market shelves...an endless and ever increasing flow, over the check-out counters and into pantries and kitchens everywhere. That's advertising that never stops!

It's immediate Sales Power! To tap it, just call the nearest Reynolds Sales Office. They're in all principal cities. Or write to **Reynolds Metals Company**, General Sales Office, Louisville 1, Kentucky.

See "CIRCUS BOY," Reynolds new dramatic adventure series, Sundays, NBC TV Network.

6. You are provided with *efficient selling tools*. Even your presentation has been thought out, blueprinted and put into graphic form to save you time and effort in telling your story.
7. Your sales or product manager is your *helpful guide and leader*. He keeps you constantly informed on new items, new lines, new uses for the product, new selling points, examples of successful promotions by dealers, threats by competition, opportunities for new accounts.
8. *Dramatic advertising* creates acceptance or desire for your product on the part of the consumer.
9. Added sales speed is given to your product from time to time by *merchandising and promotion* devices such as premiums, couponing, tie-ins, contests, dealers' and salespeople's incentives.
10. Since display is so vital in moving merchandise out of the store, your company provides point-of-purchase material to *help the retailer sell*.
11. Your company has set up efficient reorder and delivery systems to *insure* that your customers have plenty of merchandise on the selling floor and in reserve at all times.
6. Don't shortchange your company by deciding to tell only part of the story or glossing over it. A good salesman, like a good workman, *uses his tools* efficiently.
7. Your part of the sale is to *take advantage* of this guidance and leadership enthusiastically and intelligently. Reciprocate, too, by keeping your leader informed about successful promotions in your territory and of competitive products.
8. Appreciate that your company's advertising is like a *modern machine*. It produces customers faster and cheaper. Show it. Dramatize it. *Make it work for you*.
9. What *you* do with these merchandising and sales-accelerating devices makes the difference. *You* hold the throttle. Their speed and their power to produce depend on *your* success in getting your customers to use them. Help your customers plan promotions.
10. Keep a sharp eye on *display opportunities*. Suggest ideas for using the material your company has created. Accept as a personal challenge any display preference given to competitive brands.
11. As the *sales promotion manager* of your company in your territory, be a "hound-dog" in flushing out thin stock and out-of-stock conditions; in fighting for shelf position; and in striving for those *extra sales* which will mean extra volume for your customers.



**REMARKABLE
ROCKFORD
IS BECOMING
ILLINOIS No. 1
MARKET***

CITY OF ROCKFORD	
Retail Sales '53	\$215,333,608
Food Sales	\$ 38,889,000
Effective Buying Income	\$237,660,000
Expendable Income	34th in USA
Buying Power	36th in USA
Daily Bank Deposits June '56	+0.8
Increase in Dept. Store Sales in June 1956 Over 1955	+34%

HIGHEST IN ILLINOIS*

For complete coverage of this remarkably rich northern Illinois and southern Wisconsin market use the Rockford Morning Star and Register-Republic. These progressive home-owned newspapers have full-color press facilities.

BEST TEST
CITY IN THE
MIDWEST

134,488 ABC CITY ZONE
441,222 ABC RETAIL TRADING ZONE

*OUTSIDE OF CHICAGO

**ROCKFORD MORNING STAR
Rockford Register-Republic**

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.



The crucial part of the sale is yours. Two illustrations which demonstrate our point:

Here's a sign seen outside the major appliance buyer's office at Macy's, San Francisco:

"SO HELP US. If you want to sell us something, be sure your product is accompanied by a plan which will so help us that we will be more anxious to buy than you are to sell."

And here's what a food buyer says a salesman should present to him:

"1. Have your proposition in writing.

"2. Be prepared to give the buyer statistical facts on the position of your product in the market.

"3. Talk about your own product and its potential as opposed to sales effort that aims only to 'replace' a competing product.

"4. Important: Don't 'run away after you have a big order.' Follow the order all the way through personally.

"5. Buyers welcome merchandising suggestions and sales IDEAS."

Did you note how both emphasized that the *salesman is to help them sell*? For on you rests the *crucial* part of the sale . . . the part of helping your customer *sell* more so that he will *buy* more.

The End

SALES MANAGEMENT

LEE S. BICKMORE
Vice-President for Sales
and Advertising
National Biscuit Company

The Vice-President
for Sales and Advertising
Knows . . .



WHY NATIONAL BISCUIT PRODUCTS SELL SO WELL IN LOUISVILLE!

"During the past decade, Louisville has come of age as a major metropolitan market. The influx of industry, with an attendant population growth, has continuously increased Louisville's potential for our grocery products, such as Ritz Crackers, Premium Saltines and Honey Grahams. And our local advertising and promotional efforts have enabled us to appropriate an ever greater

share of the lucrative Louisville market."

Last year the National Biscuit Company ran over 24,000 lines of advertising in the Courier-Journal Sunday Magazine and over 12,000 lines of ROP in The Courier-Journal and Louisville Times . . . newspapers which invariably rank at or near the top in every quality survey of American newspapers.

Sell LOUISVILLE for all its worth!

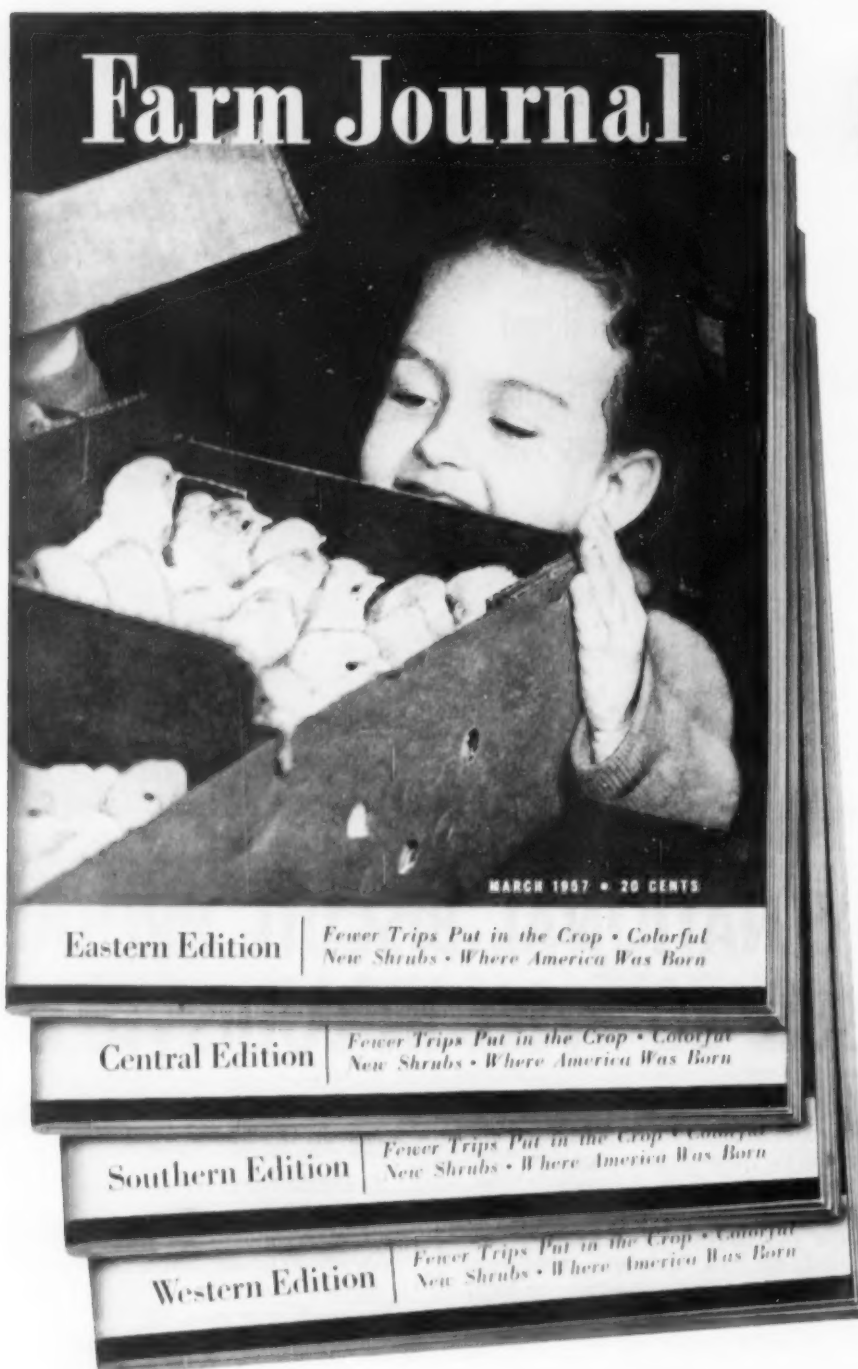
A Major American Market Where One Daily Newspaper Combination Reaches 99% of the People

The Courier-Journal • THE LOUISVILLE TIMES

392,500 Daily Combination • 313,633 Sunday • Represented Nationally by The Branham Company

Farm Journal

Gives F



In a Hurry?

Farm Journal's great speed serves industry as well as agriculture. A limited number of advertisements can be accepted as late as 10 days before issuance date at no extra cost.

s Farm Families EVERYWHERE what THEY want...need... and can't get ANYWHERE else!

*From wherever it happens
to wherever it matters—*

Say you are a dairy farmer in the North-Central states. The big news in dairying may occur any month almost anywhere from Maine to California. Wherever it happens, dairy farmers everywhere will want a prompt, first-hand report.

To gather the news of agriculture *wherever it takes place*, Farm Journal maintains its own staff of full-time farm editors based at strategic locations clear across the country. *No one else does.*

To deliver the news of agriculture *wherever it matters*, Farm Journal affords real coverage among farm families in every part of the nation by editing regionally and distributing nationally. *No one else does.*

Bought and read by twice as many *farm* families as any other publication, Farm Journal is indeed the magazine farm families depend on. It's the favorite among advertisers, too, by a country mile!

FARM JOURNAL

One of the nation's truly great magazines

More than 3,500,000 subscribing families

Graham Patterson, *Publisher*

Richard J. Babcock, *President*

Drive to Live, Get the Order!



1. When you drive, don't sell. Give all your attention to driving when you are behind the wheel. Modern driving conditions call for split-second decisions so don't let your mind wander to that deal you're hoping to close.



2. Don't drink if you plan to drive. Selling, more than most occupations, involves one in social drinking. If you drink, don't drive. Reports from state traffic authorities indicate that in 26 out of 100 fatal accidents a driver or a pedestrian had been drinking.



3. Be as courteous to your fellow motorists as you would be to a sales prospect. It's just as inconsiderate to bully your way through traffic as it is to shove around a prospect. Good motor manners and a little less of the "me first" attitude can help reduce traffic accidents.



4. Allow plenty of following distance. The pattern of accidents on the new highspeed expressways and toll roads shows a great upsurge in the percentage of rear-end collisions. Many drivers are not allowing the increased following distance required by this new kind of driving.



5. Suit your speed to the highway and weather conditions. One out of four accidents occurs when the weather is snowy, rainy or foggy according to reports. When driving conditions are bad, don't push your luck. A phone call is a cheap, courteous way to save the sale.



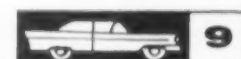
6. Be prepared for highway emergencies. Salesmen—especially those who do a great amount of intercity driving—should be prepared for highway emergencies. Always have flares in the car. Other useful items: fire extinguisher, trouble light, first aid kit, shovel and grit.



7. Take a break when you feel fatigued. Long periods behind the wheel coupled with the monotonous conditions of rural driving are very fatiguing. When you feel that letdown coming take a break, get out and stretch, drink some coffee.



8. Know the rules of the roads in states where you travel. Although much has been done in recent years to make the highway laws uniform throughout the country, there are still variations from state to state. A little investigation may save you a brush with the law.



9. Lower your headlights when approaching other cars. And keep them lowered even when the other driver fails to return the courtesy. Don't flash your brights in order to get even with the other driver. This only invites an accident, which could be a head-on collision.



10. Check your tires, brakes, lights and windshield wipers before making a trip. These checks are always important but especially so prior to traveling long distances at high speeds. Brakes that you can get by within the city, may fade out under highway speeds.

Commercial drivers, including traveling salesmen, account for 18% of all fatal accidents, are involved in 13%

of all accidents, but represent only 11% of U.S. population over 15 years of age.—National Safety Council.



Petersen Automotive Readers are...

brand conscious!

80.1% of all Petersen Automotive Group readers specify a particular brand when they buy motor oil. 79.1% do the same with spark plugs. The "brand specification average" for *all* automotive products purchased by P.A.G. readers is unusually high—60%!



THE PETERSEN AUTOMOTIVE GROUP—1,112,278 ABC Circulation*
*World's Largest Automotive Consumer Readership (*Last six months, 1956)*

PETERSEN PUBLISHING COMPANY • 5959 Hollywood Blvd., Los Angeles 28, Calif. • HOLLYWOOD 2-3261

DETROIT OFFICE: 1514 Book Bldg., Detroit 26 • WOODWARD 3-8660

NEW YORK OFFICE: 550 Fifth Avenue, New York 36 • CIRCLE 6-1365

MIDWEST OFFICE: 360 N. Michigan Ave., Chicago 1 • ANDOVER 3-6929

THE PETERSEN READER...one of a series

Remember... Your Prospects Are Human!

Sell with a smile once in a while! True, the people who buy your product or service dote on cold facts and hard figures, but if they are normal buyers they'll also respond to a lighter treatment.

Case in point: Radio Station WTOP, Washington, D. C., got Cartoonist Robert Osborn to draw his impression of "Capital Types." Said the short copy: "Osborn knows people . . . Washington people in particular." And with equal brevity the station made its selling point: "The same holds true of WTOP Radio. WTOP knows Washington people as no other station does . . . and gets to the heart of the Washington market."

Refreshingly different, isn't it?



CLOCK WATCHER. Fascinated by slow movement: cows grazing, goldfish, and English drawing room comedies. Conscientiously reads labels on cereal boxes. Accident prone, once had bedroom ceiling fall on him (six stitches). Always late to the theater.



TAX COLLECTOR. Not a bad fellow at heart, someone once said, but no one can remember who said it. Likes plain food, especially roast beef, rare. Has photo signed "Best wishes from Evelyn and her Magic Violin."



FREE LOADER. Drinks to forget, but forgets what. Plenty of metal: brassy personality, nerves of steel, and a cast iron constitution. First got sick on pistachio ice cream and jelly beans at age seven; built up enormous tolerances since. (Still can't face a jelly bean.)

DOG LOVER

Slows down at hydrants even when walking alone. Meets the most fascinating people at the ends of leashes. Scornful of Lassie, Rin Tin Tin, and Albert Payson Terhune. Perpetually smells of mange cure.



DOG LOVER. Slows down at hydrants even when walking alone. Meets the most fascinating people at the ends of leashes. Scornful of Lassie, Rin Tin Tin, and Albert Payson Terhune. Perpetually smells of mange cure.

THE INSIDE DOPE

Easily identified by a faint, eerie pallor. Has the Word on Malta, Yalta, or the fifth at Havre de Grace; can get you anything from a crate of eggs to a hot motorcycle.



THE INSIDE DOPE. Easily identified by a faint, eerie pallor. Has the Word on Malta, Yalta, or the fifth at Havre de Grace; can get you anything from a crate of eggs to a hot motorcycle.

CIVIL SERVANT

Card-file memory that goes back to McKinley. Favorite song: "I Wish I Could Shimmy Like My Sister Kate." Three-time winner of the Sack Race at the annual office picnic. Carries around copy of Walter Benton's "This Is My Beloved" in topcoat pocket.



CIVIL SERVANT. Card-file memory that goes back to McKinley. Favorite song: "I Wish I Could Shimmy Like My Sister Kate." Three-time winner of the Sack Race at the annual office picnic. Carries around copy of Walter Benton's "This Is My Beloved" in topcoat pocket.

RECEPTIONIST

Nearsighted, but too vain to wear glasses in public. Shouts "How are you, Agnes?" at old friends named Howard. Keeps three small turtles, painted Do, Re, and Mi. Has vetoed more government propositions than any congressman alive.



RECEPTIONIST. Nearsighted, but too vain to wear glasses in public. Shouts "How are you, Agnes?" at old friends named Howard. Keeps three small turtles, painted Do, Re, and Mi. Has vetoed more government propositions than any congressman alive.

Are More FTC Upsets on the Way?

Although at a distance the life of a Federal Trade Commission lawyer must look like a dull grind of illegal discount and false advertising cases monotonously succeeding each other, it has an entirely different appearance close up. As the chart indicates, the FTC lawyer walks on ground mined with explosives any of which may blow up in his face. The latest threat of upset came about through a commonplace case, indeed. C. E. Niehoff & Co., Chicago, had been ordered by FTC to stop giving auto parts jobbers illegal discounts. Niehoff went to court. The 7th District Court of Appeals, agreeing that he had violated the Robinson-Patman Act forced indefinite delay of commission enforcement because, so it said, to stop discounting would bankrupt Niehoff unless his competitors were forced to stop too.

As usual, the sales rules administered by the Federal Trade Commission are changing—exactly how will depend in part on the outcome of cases charted here. These cases, along with others, are the raw materials which, in time, the Supreme Court will work on. As assembled above, they show what the law may become. From the chart you will find

Who's in Trouble With FTC?

Singer Sewing Machine Co.

Schick, Inc.

Roto-Broil Corp. of America

Emerson Radio & Phonograph Corp.

Renaire Co.

The Coca-Cola Co., Pepsi-Cola Co., General Foods Corp., Sun-kist Growers, Inc., P. Lorillard Co., Groveton Paper, Sunshine Biscuit, Inc., Piel Bros., Hudson Pulp & Paper Corp.

Liggett & Myers Tobacco Co.

Atlanta Trading Co.

Sperry Rand Corp.

FTC Charges

Firm represents repossessed machines as new.

(1) Sale of used razors as new. (2) Dealers don't honor offer of refund.

Fake price cuts from fictitious "regular" price.

False claim of "transistor radio."

Food-freezer plan saves no money.

Uneven TV allowances via networks.

Uneven promotional allowances.

Uneven promotional allowances.

(1) Price, promotion discrimination. (2) Dealers competing with company outlets must maintain Fair Trade prices and denied right to offer premiums given by firm's outlets.

these points, among others, at issue:

1. To how large a territory does the rule against discrimination apply? The commission seems to be reversing an old point of view.
2. You can't discriminate in offering promotional help to dealers. Does this prohibition cover a new product which you are introducing? What is a "new" product?
3. Can a supplier stop dealers from giving premiums on a fair-traded product?
4. Which mergers are illegal?

What must you prove to defend discrimination as "meeting competition?" The big case—Standard Oil Company of Indiana—once more is before the Supreme Court. It is not charted above.

1. *Trade areas.* You may recall that FTC used to condemn what was once known as "postage stamp pricing": The same price all over the map, so it was argued, forced companies near the plant to pay freight for the others. In contrast, the commission may now outlaw prices that do vary by geography. People often suppose that to condemn one alternative is to sanction the other. On

Company's Defense	If Company Loses	If Company Wins	Status of Case
Not yet received.	Trade-in, trial-offer models only salable at a loss.	No change.	To go before trial examiner this month.
(1) Competitors also refurbish. (2) Dealers do make refunds.	Trade-in, trial-offer models only salable at a loss.	No change.	Before examiner since July 1956.
Denies cut is fictitious.	Firm must back "regular price" claims by sales records.	Easier to claim price cuts.	To go before examiner possibly this year.
Radios have both tubes and transistors.	Firms will have less license to coin advertising language; must be literal.	Maybe greater freedom in use of promotion words.	Before examiner since Oct. 1956.
Ads quoted out of context.		No change. Business already hurt by freezer units in ice-boxes.	Before examiner since Nov. 1956.
Not against law.	Networks, retailers lose profitable sales idea.	Easier for manufacturer to refuse retailer demand.	Before examiner since Aug. 1956.
Robinson-Patman Act unconstitutional.	FTC drive on promotional discrimination.	FTC virtually closes down.	To go before examiner possibly this year; but examiner can't decide constitutional issues.
Allowance applied to new product not on general sale.	Firms to be required to publish plans for promotions on new, as on old, brands.	Greater freedom in promoting new brand name.	FTC ruled against firm Dec. 1956. Firm may appeal to court.
Not yet received.	Follow McKesson & Robbins Supreme Court decision, which outlaws Fair Trade (wholesale) for companies with own outlets.	Modify application Supreme Court rule.	Before examiner. Old Kodak rule, allowing Fair Trade despite owned outlets upset by McKesson & Robbins case.

(continued on next page)

the contrary, it is perfectly possible for separate lines of cases to condemn both. Bearing on this issue are two cases, one against Pure Oil and the other against Anheuser-Busch.

The complaint against Pure Oil says that it sells gas much cheaper to certain Birmingham, Ala., dealers than to others in Atlanta "as well as in other states of the United States." Pure Oil replied that a "petroleum marketer must sell at competitive prices in each market area . . ." It could have added, had it chose, that when the law was being debated in Congress, Rep. Wright Patman (D., Tex.) himself had said that a company could charge differently in ter-

ritories not in competition.

Anheuser-Busch for years had charged premium prices for Budweiser. Then it found itself losing sales to local brewers in city after city. It slashed the St. Louis price to that of competing beer, which lacked premium reputations.

Even though wholesale beer had always been priced to allow for freight, for local regulations and taxes, FTC complained that the St. Louis cut discriminated against dealers in other markets who still paid more. Anheuser replied that it had been experimenting. The reduction was a step in an investigation to see why it was losing ground everywhere.

The examiner did not directly outlaw market tests. He just didn't believe that the company had been making one. All he could see was discrimination against taverns and stores outside St. Louis. At least two points are important:

1. When you test prices and perhaps other factors such as advertising methods, packages, your lawyer may have to tell you how to certify what you do as "experiment," which will become a legal as well as a scientific concept.

2. If you start out with premium prices to celebrate premium quality,

FTC Cases

(cont. from preceding page)

you may be stuck with them forever.

Both the Pure Oil and the Budweiser cases seem odd. How do Alabama gas dealers and St. Louis tavern owners compete with Chicago, St. Paul or New York? In both, the commission probably has purposes other than those stated in the briefs—to defend dealers. It wants to help suppliers competing for gas business in Birmingham and beer business in St. Louis.

What's new? As every sales manager ought to know, the FTC opened a hard drive last year against discrimination in financing dealer promotions. Outlet by outlet, allowances must be scaled to volume and must be spent by dealers as charged, not calmly pocketed. There are many more such rules.

But suppose that you are introducing a new product under a new brand name. A dealer tells your salesman that he hasn't enough shelf space for the proved sellers, much less for brands nobody ever heard of. Then, after a lot of haggling, he agrees, though grudgingly, to "give it a try" if you pay him so much for newspaper space, so much for poster display.

Atlanta Trading Co. had paid Giant Food Stores such allowances to display and promote "Unox" pork products, not yet carried by other stores. The Unox Canadian-style bacon, to take one example, came in cans instead of the usual slices and was cooked instead of smoked. But FTC Chairman John W. Gynne was not impressed: "They were all pork products, namely ham of varying sizes..." He found nothing new and ruled against Atlanta. His skepticism was like that of the Supreme Court to patent claims, which must embody "a flash of genius." Even if you come forth with something never before seen or dreamed of, it's still doubtful that you can pay one dealer to promote it—unless you're giving him a permanent exclusive. You just can't negotiate the financing of promotions.

On FTC's docket are a great many promotional discrimination cases, brought both against the dealers who get the money and the suppliers who pay it. Supplier cases, FTC lawyers say, may gradually disappear as consent decrees are signed. As the chart shows, one supplier, Liggett & Myers, has put forward the terse but comprehensive defense that the Robinson-

Who's in Trouble With FTC?

The B. F. Goodrich Co., The Texas Co., Goodyear Tire & Rubber Co., Inc., The Atlantic Refining Co., Firestone Tire & Rubber Co., Shell Oil Co.

The Pure Oil Co.

Anheuser-Busch, Inc.

Libbey-Owens-Ford Glass Co., Pittsburgh Plate Glass Co.

Shell Oil Co.

Moog Industries, Inc.

National Dairy Products Corp., The Borden Co., Beatrice Foods Co.

Fruehauf Trailer Co.

International Paper Co.

Gulf Oil Corp.

FTC Charges

Firms make gas dealers buy accessories, on which companies hold agencies.

Firm favors 60 Birmingham dealers on price over other Alabama dealers.

Firm cuts St. Louis prices, discriminating against out-of-town dealers.

Firms cut prices to G. M., Ford, which resell to dealers formerly serviced by independent distributors.

Firm cuts prices to two D. C. taxi companies below charges to local filling stations.

Firm cuts prices illegally to some auto parts jobbers.

Illegal acquisitions for mergers.

Illegal acquisitions; too generous financing of sales to truck companies.

Illegal acquisitions.

Illegal acquisitions.

Patman Act is unconstitutional. As a mere matter of lawyers' routine, this claim appears in almost every defense. The commission pays no attention to it and the courts decide on homelier grounds. Were Liggett to win, FTC would become a much smaller agency.

Trade-ins. As the chart shows two companies, Singer and Schick, have been accused of representing repossessed models as new. Singer refurbished trade-ins and floor samples, Schick the electric shavers that were returned after free home trial. Singer has not yet replied. Schick admits that its shavers were redressed while denying that they were then sold as new. It adds that, in any case, competitors were doing the same thing.

A plea that everybody does it often proves effective; it results in the promulgation of a code to cover the

whole industry. A new clause in one code—say against practices in the electric shaver industry—finds its way later into other codes.

Fair trade. Sperry Rand Corp., another maker of electric shavers, strictly enforces fair trade even though it deals both through its own and independent outlets, a practice the Supreme Court condemned in the McKesson & Robbins case.

Rand, the complaint continues, doesn't let its dealers give sales premiums to their customers, which would, in effect, cut the fair trade price. A like issue, especially with respect to trading stamps, came before lower courts as suppliers tried to enforce their agreements. The judges disagree.

While, in this case, the commission wants dealers to decide for them-

Company's Defense	If Company Loses	If Company Wins	Status of Case
Simply "urge" purchases.	Firms lose, overriding commissions; independents gain market opportunity.	Hold by firms on franchised dealers strengthened; Congress more likely to pass a law.	Before examiner since Aug. 1956.
Firm was meeting competition.	R. P. Act applies in wide trade area.	Applies within narrow trade area.	Before examiner since Nov. 1956.
Firm was testing market, experimenting.	May outlaw testing markets for price. Firm loses in St. Louis territory.	"Market experiment" becomes defense in discrimination cases.	Examiner favored FTC; Commission ruling next.
Not yet received.	Competition for Ford, G.M. dealer trade by independent suppliers.	Hold on franchised dealers strengthened.	To go before examiner.
Not yet received.	Easier for suppliers to resist demands for discounts.	Harder.	To go before examiner.
Customers were all happy; said they weren't hurt by discrimination.	"Happy customers" no defense in R.P. case.	Can discriminate if customers don't mind.	May be headed for Supreme Court. Appeals Courts differ.
Not yet received.	Can stop acquisitions of proprietorships under Section 5, FTC Act.	FTC Act no good for stopping mergers.	Before examiner.
Financing "in public interest."	Literal enforcement of anti-merger law.	"Public interest" a defense.	Before examiner since Aug. 1956.
Not yet received.	Stop mergers on hunch as to effects.	FTC needs fact-grounded case.	No answer filed yet.
Not yet received.	Stop mergers on hunch.	Need fact-grounded case.	To go before examiner possibly by April 1957.

selves whether to give sales premiums, it is separately investigating the use of trading stamps which it may condemn some day.

Mergers. The merger cases share a common characteristic. FTC complains that the company is big and warns against what will happen if, through acquisitions, it gets still bigger. It describes evils to come.

Fruehauf Trailer, for instance, grants remarkably generous credit terms now and then. By dealing with it and its affiliated finance company, a trucker might be able to get hold of a lot of equipment, not only without making a cash payment, but simultaneously borrowing fresh working capital. This, so it is said, pulls trailer business to Fruehauf. If, by merger, it still grows, what will happen to others in the industry?

In other cases too FTC describes and warns against various terrors which the enlarged companies will be able to inflict on their remaining competitors. As the cases go before trial examiners, the commission and then the courts, companies will protest that FTC lawyers had been imagining horrors and putting them into their briefs as if they were facts. This seems to be what the Clayton Act requires them to do: they must challenge mergers that look dangerous, not waiting for the dangers to ripen.

No cases have yet gone before the Supreme Court, which some day will tell the commission which imagined horrors to take seriously, which to dismiss.

Meeting competition. Absent from the chart is an old case, which somehow has not yet been settled. Years

ago, remember, Standard Oil of Indiana successfully defended a charge of discriminating among customers by stating that it was meeting competition. The Supreme Court agreed to the principle and instructed the commission to see what the facts were. FTC found that Standard hadn't produced a sufficient record of the prices it claimed to have been meeting when it gave discriminatory discounts; the Court of Appeals disagreed. The Supreme Court has just agreed to a second review. It might happen that the court, on this new round, will make the "meeting competition" defense a hard one to prove.

The chart gives partial descriptions of a handful of the many cases FTC in one way or another is concerned with. It doesn't forecast changes. It does show issues that may lead to change.

The End

Vice Gal Platoons Spiced Conventions, Nella Quoted

By Eugene Spagnoli and Neal Patterson
Green-eyed Nella Bogacki, alias Nella Bogart, played the role of a madam in the grand manner, boasting she had a troupe of 50 to 100 girls whom she took to conventions all over the country to brighten the off-hours of hardworking delegates, a Chicago apartment house manager related yesterday.
The really mad, Fred Coy, testified at Nella's Federal Court trial on charges of taking Mann Act trial on charges of taking just a couple of cities—not a platoon or a regiment—over to New Jersey to spread a little joy

A LETTER TO WIVES

DEAR VIRGINIA:

So you have been reading the newspaper headline stories about madams and their call girls who are offered as special bait at conventions and sales meetings and you are wondering what will happen to Jim if he goes to that meeting in April.

Well, Virginia, in the first place the volume of newspaper publicity that has followed this Mann Act trial is in itself proof that the case is a freak. If it happened every day the papers would ignore it. A couple of men employed by one company set their own policy and, we must assume, succeeded in burying the expenses under "soiled laundry and other incidentals." I've been attending conventions—a dozen or more a year—for 20 years, and no one ever offered me such service.

But nevertheless you can't help but worry—at least a little bit—about Jim. Should you put your foot down and try to stop him from attending that meeting in Metropolis? No, of course not. It is a business meeting, and you don't want to stifle or prejudice Jim's career. He will come back from the meeting with fresh ideas or reactivation of old ones; he will renew old and helpful friendships and develop new ones.

Your alternative idea is to accompany him—just to make sure he keeps out of mischief. Go if you want, and it *could* be a good idea, but don't go with the idea of playing detective. No man likes to have a short check rein around his neck. Do as most European wives do—give him plenty of rope, even on the thousand to one chance that he uses it to hang himself. It's a good calculated risk.

Actually, what most likely will happen is that Jim will come back very tired—but not for the reason you fear.

Sales meetings are seldom pleasure jaunts. More and more they are

work sessions. Let me give you, if I can, a picture of Jim's day. His plane or train will be late. He arrives at the over-crowded hotel and finds that his firm reservation is fouled up. They're sorry, but every room is filled. He tries other hotels and gets the same answer. He raises hell straight up the chain of command to the manager. At last he gets a promise that they'll have a room for him after the 3 P.M. check-out time, but he'll have to share it with another delegate.

He goes to the meeting. The ventilation is bad, the chairs are hard, the speakers verbose. Comes lunch or dinner and he gets mass-produced and mass-served lukewarm food, followed by more dreary oratory.

By night time he is pooped, and he wonders why he didn't stay at home in his comfortable bed. He may take a short walk to get away from the tobacco-tainted air; he may even stop at the hotel bar for a short night-cap.

Then he goes to his room which fronts on a narrow court—and tumbles into a bumpy bed with a luscious blonde call girl—only this call girl is between the covers of a pocketbook mystery—and she is killed off in an early chapter because sin, as Jim has found, never pays.

Finally he falls asleep—only to be awakened in an hour or so by his strange roommate who comes in a bit under the weather, falls over a chair, then flops on the other bed and begins to snore louder than Louis Armstrong ever played.

That's a convention for you, Virginia. Few men attend them as pleasant vacations. Rather, they come home thinking they should receive the Congressional Medal of Honor.

Jim, if he wants to cheat on you, can do it around home. The danger is just as great a mile away as a

thousand miles away. If you happened to see Lilo, the French actress and singer, on Mike Wallace's TV program a couple of weeks ago, you heard her argue that even if a husband does play around a little when he takes a trip, there's nothing to worry about deeply unless it becomes *serious*—and the likelihood of a serious affair is greater around home than in far away places.

Like so many wise wives, she would argue also, along with Edna St. Vincent Millay, that a husband becomes ever more loving and attentive if on occasion he smells the Carthaginian rose.

Also, if he does play a bit, his conscience might bother him to the extent that the present he brings back to you will be more expensive than otherwise would be the case. I know this doesn't appeal to you, and you're not going to be "practical" about such a situation, but I'm talking about sales meeting rewards as some wives see them.

And don't, Virginia—don't get the idea that if he does bring you a nice present it is an admission of guilt. He will be doing it because he loves you and because he wants to show you how happy he is to be back home with you and the children.

So stop worrying about Jim and sales meetings in distant cities. He goes because he has to go. He is bored more often than he is exhilarated. The sex danger is just about as great as his chance of catching leprosy. If he has a roving eye watch him closely at the country club or at the dinner you throw for a dozen people. That's where he may be dangerous—not at Metropolis.

Sincerely
and in all truthfulness,

Philip

**The Saturday Evening Post
announces a new rate base:**

5,200,000

**A circulation base increase of
350,000 effective Oct. 5, 1957**

The Post means performance! And here's one aspect of this performance—circulation. Right now, today, the Post is delivering an undiluted bonus of over a quarter of a million copies to advertisers. This is happening issue after issue.

The new circulation rate base of 5,200,000 for October is the result of this performance. At the newsstand, the Post leads, selling 60% more copies week after

week than the next general weekly. And, of equal interest and importance, the Post's full-rate subscriptions (81% of total subscriptions) are by far the highest in the field.

The Saturday Evening Post continues to grow through its own natural strength as America's best-read, best-liked general weekly magazine. America reads and believes in the Post.



America buys the Post

So You Think Air Freight Is Too Expensive!

How three firms use air freight now to:

1. Cut distribution costs
2. Increase sales
3. Eliminate need for branch warehousing, and branch manufacturing

"Except for emergencies, air freight is too expensive for us."

That oft-heard comment is losing its validity in the minds of many executives as they learn that air freight can cut distribution costs by a wide margin, and in some cases, surprisingly, increase sales.

Here are case histories of three companies that switched, all of them reporting these specific benefits of air freight: elimination of warehouses; cutting production costs; meeting competition, especially in giving better service.

Armour Laboratories, Bradley, Ill.
Manufacturer of pharmaceuticals.

Problem: Serving the Southwest territory from a warehouse in Ft. Worth was slow and expensive.

Solution: An analysis of costs during a test period showed that distri-



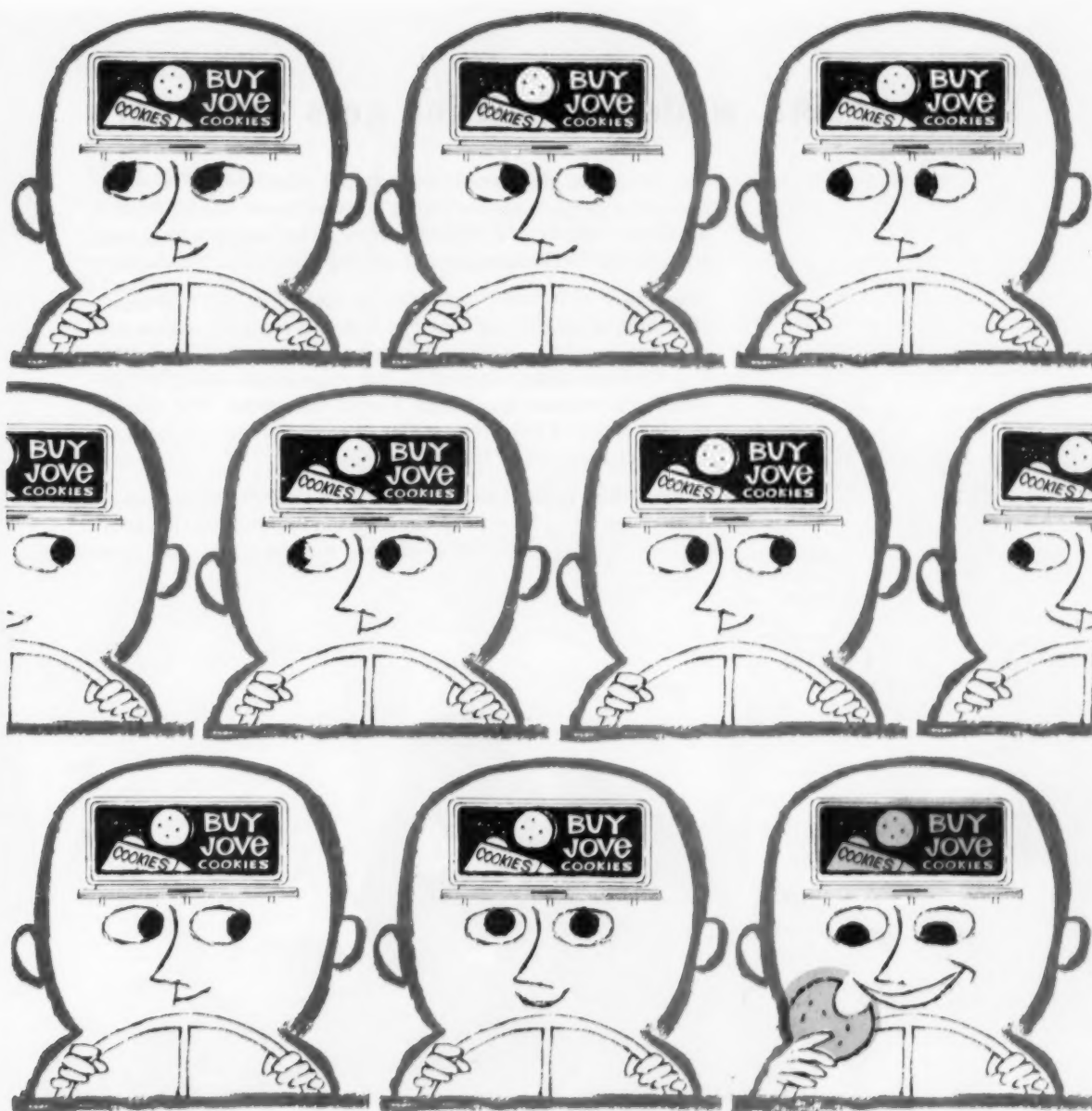
ARMOUR LAB'S STEP 1: The sales chief at Armour Lab's Bradley, Ill., plant, 65 miles south of Chicago, knows this shipment will be in customers' hands in Dallas, 800 miles away, only 18 hours later. Packages are individually addressed.



STEP 2: Armour's shipment leaves Chicago on a 1 a.m. all-cargo plane, arrives in Dallas in three hours. Tests showed Armour Lab could cut shipping costs 50%.



STEP 3: This Dallas customer sent his order directly to Armour's headquarters yesterday afternoon, got delivery first thing next morning. Armour, by post office O.K., stamps and postmarks at Bradley, Ill., packages to be mailed parcel post from Dallas. Armour's individual packages are mailed to Southwestern states.



Osmosis in action...

Same driver, same poster copy . . . all over town. Here he is, driving down accustomed streets and seeing your OUTDOOR sales message over and over.

Matter of fact, he sees it 22 times per month!* And as knowing folks know, it takes repetition—constant repetition—to get any message planted. *Outdoor has the highest repetition of any medium.*

Add flexibility and the lowest cost per M—OUTDOOR adds up to a remarkable buy, locally or nationally. For further information, and some interesting success stories, call or write your local General Outdoor Advertising office. Or, write us in Chicago.



*Traffic Audit Bureau

General Outdoor Advertising Co.

515 South LaSalle Street, Chicago 7, Illinois

alone, again...while competition gets the orders

Far too often, his competitive appetite goes wasting as someone else gets the business before he even knows the business is available. And when it is *your salesmen* this happens to, it may well be time to re-examine your catalog procedure. Here's why:

When men in industry are ready to specify or buy a product, they almost always use catalogs first—to compare makes and to select possible suppliers. Whenever your competitors' catalogs are immediately accessible, but yours is not, you give competition a priceless head start toward the order. The missing catalog is one of industry's major causes of orders lost without even a chance to bid for the business.

It very often pays, then, to review your present catalog procedure—even if you have no obvious reason to doubt its efficiency. The facing page gives you some good reasons why.



Why orders are lost when your catalog "isn't there"

512 actual industrial purchases were personally investigated by the National Industrial Advertisers Association. Before purchasing decisions were made in these 512 cases, a total of 1,383 product makes were considered. 831 of these products (60%) were given consideration solely on the basis of reference to printed product information—catalog information in one form or another.

Why catalogs are too late — too often

Every day a ready buyer must wait for the catalog he doesn't have is a day lost in getting your product considered. Yet, when an important potential customer asked for their catalogs, it took 748 companies an average of 13 days to reply. Another 140 companies had made no reply in 53 days.

What sales managers say about catalogs as order producers

The Sales Executives Club of New York asked a representative group of industrial sales managers for their opinions on the cost of securing orders under varying conditions. The average of 228 sales managers' answers:

4 times as many orders result from calls by invitation, after a buyer has studied a catalog, than result from calls made cold.

How 1,740 companies make sure their catalogs are ALWAYS on the job

They contract with Sweet's Catalog Service to distribute their catalogs for them, in permanently bound, classified, completely indexed Files containing the catalogs of hundreds of manufacturers serving the same markets. By doing so they assure the instant accessibility of their catalogs at all times to the important buyers throughout their markets, make sure their catalogs will never be late, or misfiled, or lost. Ask our nearest office for all the reasons why almost 54,000,000 Sweet's-distributed catalog copies are among industrial marketing's most efficient order-producing tools. Ask him, also, for the facts on what Sweet's can do to give you the best in catalog procedure.

Sweet's Catalog Service

a division of F. W. Dodge Corporation

designers, producers, and distributors of manufacturers' catalogs for the industrial and construction markets

119 West 40th Street, New York 18, New York

also Atlanta 3, Birmingham, Boston 16, Buffalo 2, Chicago 54, Cincinnati 2, Cleveland 18, Dallas 1, Detroit 26, Los Angeles 17, New Orleans 12, Philadelphia 7, Pittsburgh 19, St. Louis 1, San Francisco 5

bution costs could be reduced by more than 50% through the use of air freight. The Ft. Worth warehouse was discontinued and the company adopted the practice of shipping by air freight from Chicago to Dallas—with parcel post, Railway Express and truck transportation from Dallas to points in Arkansas, Louisiana, New Mexico, Oklahoma and Texas.

Results: Lowered costs through elimination of warehouse and centralization of inventories. Better, faster service to customers. Flight from Chicago's Midway Airport to Dallas takes little more than three hours, and first or second morning delivery service on orders is now the rule.

Details of service: Orders are forwarded directly to Armour's Bradley plant for processing, packing labeling. The post office permits use of a Dallas parcel post meter, and proper postage is applied to packages for mailing beyond Dallas. For shipments beyond Dallas, by Railway Express or truck, express receipts and transfer bills of lading are made out in the plant. All shipments are consolidated and consigned to a Dallas delivery service. In Dallas the pre-stamped parcel post packages go to the post office, and the others to Railway Express or other truck lines.

Ero Manufacturing Co., Chicago. Manufacturer of automobile seat covers.

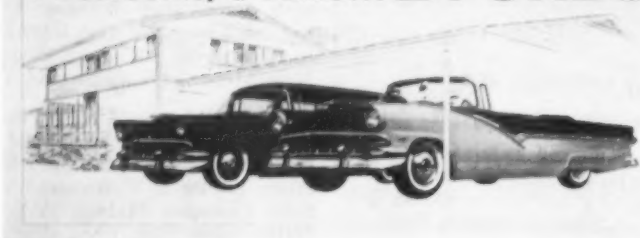
Problem: Though only 10% of the company's production was in custom (made to order) jobs, this called for special patterns, cutting equipment and staff with special skills. This custom line operation also occupied disproportionate areas of floor space, double the amount justified by sales, in Ero's Chicago, Philadelphia and Los Angeles plants. The Philadelphia plant served the territory as far west as Pittsburgh; the Los Angeles plant serviced buyers west of Denver; the Chicago plant's output fanned out to the intermediate regions.

Solution: Ero discontinued its made-to-order operations in Philadelphia and Los Angeles and concentrated them in the Chicago plant. Custom covers are now shipped in quantities by air to post offices in the same cities where they were previously produced. The company pays air freight costs and customers pay shipping costs from local post offices, as they previously did. Several cities have been added as "drop-off" points, giving customers quicker and more economical delivery.



Outstanding Outdoor Art

4 bedrooms, 3 baths... 2 FORDS



FORD MOTOR CO. won the First Grand Award with this poster.



PROCTER & GAMBLE won the second award with this Blue Cheer ad.



THEODORE HAMM BREWING CO. won third prize in the competition.

Outdoor advertising calls for fast communication of a selling idea. The success of a roadside poster thus relies on short copy, coupled with imaginative, easily understandable art that not only conveys a message but connotes a variety of qualities about the product—and perhaps the company that produces it.

Recently, the Art Directors Club of Chicago sponsored the 25th National Competition of Outdoor Advertising Art. A jury composed of art directors, museum directors, agency and business executives selected three grand award winners (above) and first, second and third prize winners in 17 classifications.

To facilitate judging, the designs passed before the jury on a conveyor belt in a darkened room, so that only one design was visible at a time. To cast a vote for a design, the juror merely pressed a button on the right-hand arm of his chair. After a ten-second exposure, a control switch was opened, and all votes for the design were registered on a lighted panel. The top award winners are shown above.

Results: Reduction of inventory; end of duplication of costly patterns; reduction of "indirect labor"—foremen, superintendents and inspectors (who were relocated chiefly to production of standard seat covers).

Changeover was made in October 1955, after an analysis of costs in which American Air Lines participated. Says Howard Leopold, Ero's president: "The present system is ideal. It has reduced costs, sped up deliveries and enabled us to centralize production."

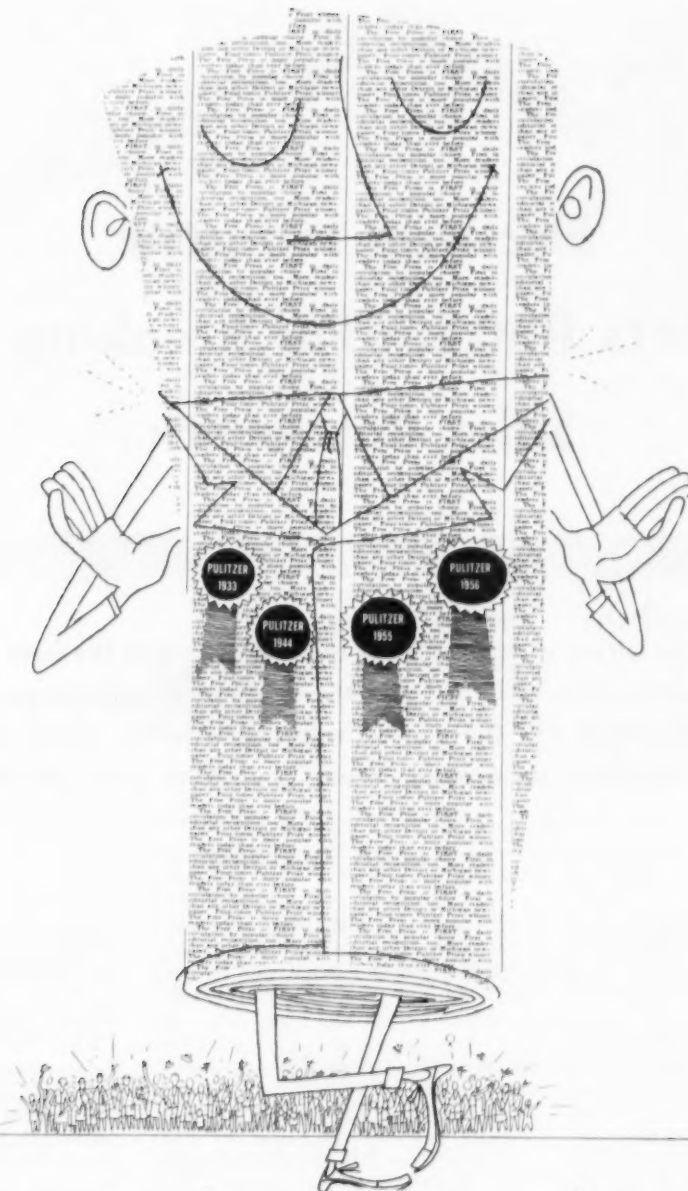
Curtis Industries, Inc., Cleveland. Manufacturer of key cutting machines and key blanks; of automotive parts for which company serves as distributor. Outlets (about 50,000) are key shops in department stores; hardware and jewelry stores; five-and-ten stores; automobile dealers, fleet owners, garages.

Problem: Poor competitive conditions in western territory (west of Salt Lake City), served through a leased public warehouse in Oakland, Cal. Except for emergency shipments sent by air freight, merchandise was shipped by truck from Cleveland headquarters to the Oakland warehouse and reshipped from there. The system entailed delays, a backlog of unfilled orders. Local competition was giving quicker and better service. Salesmen and dealers were unhappy.

Solution: With the cooperation of American Airlines a two-week test was made between shipping to Seattle from the Oakland warehouse and shipping directly from Cleveland by air freight-parcel post. The study showed that when the per-pound value of the merchandise (\$2.50) and the over-all warehouse handling charges were taken into consideration, air freight-parcel post was more economical.

Result: In June 1955, six weeks after the test, the Oakland warehouse was discontinued. From that time on, an average of 2,500 pounds of merchandise was sent out daily from Curtis' Cleveland headquarters to Seattle, Los Angeles, San Francisco and Salt Lake City.

Reports Morris Abrams, Curtis president: "There are other benefits besides reduction in costs, such as reduced combined inventories, reduction of the backlog of unfilled orders, speedier deliveries, improved customer service. All this helps us to achieve our primary objective—more sales to the western states." **The End**



first in circulation by popular choice!

Yessir, the friendly Free Press has more readers than any other daily newspaper in Detroit or Michigan!

The Free Press ranks first in *editorial recognition*, too—has won the valued Pulitzer Prize *four times*, and many other awards and citations for editorial excellence and community service.

New readers choose the morning Free Press nearly

15 to 1 over the only other Detroit paper that's growing. That makes the Free Press the *fastest-growing* paper!

And the Free Press is the *only* Detroit paper that's *more popular today* than ever before in its history.

No doubt about it—today's bright-'n'-sprightly Free Press is Michigan's *most popular* newspaper!

FIRST IN CIRCULATION 456,768*

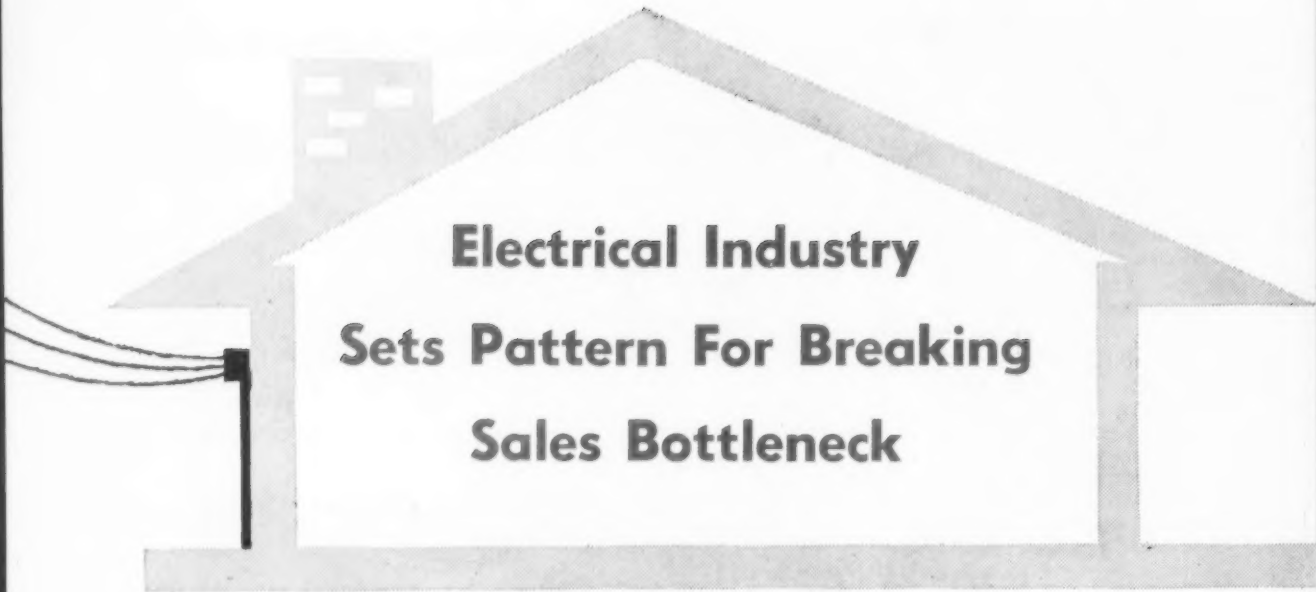
Detroit Free Press

*Daily circulation, Publisher's Statement 9/30/56, as filed with the Audit Bureau of Circulations

National Representative: Story, Brooks & Finley

Retail Representative: Kent Hanson, New York

Southern Resort Representative: Hal Winter Company, Miami Beach



Electrical Industry Sets Pattern For Breaking Sales Bottleneck

If the wiring in your home is too light to carry the load of electrical devices you now have—and want to buy—you'll understand why the power industry is out to break this stranglehold on growth. What is choking your growth?

By CLARA ZILLESSEN

A clock-radio sounded its musical alarm at 6:45 a.m. yesterday in the Harper home in exurban New Canaan, Conn., 50 commuting miles from New York City. A sleepy Eleanor Harper shut off the electric blanket, tossed on her early morning attire, sped to the kitchen and in rapid succession switched on the electric coffeemaker, skillet and toaster.

At about that moment in 80% of the homes in the United States (but not in the Harper household) minor calamities probably took place. It may have been the electric coffeemaker which lagged on the job. Or the electric skillet's eggs-and-bacon dilly dallied or the toaster's contribution was blond. The lights may have been dimmer. And chances are the fuse blew right in the middle of operations, bringing modern living to a disconcerting halt.

Why do these things still happen daily in millions of homes? Reason: wiring is too light to carry the power load of today's host of electric appliances so eagerly bought by users.

Why don't these things happen at the Harpers'? Because the Harpers recently remodeled, took the opportunity to install new heavy duty wire

and many additional convenience outlets, both adequate to handle additional electrical items. They took a big step into the future which adds many dollars to the resale value of their remodeled home: They installed a 20-circuit (circuit breaker) system in place of a 12-circuit fuse system, and they raised the capacity of their service entrance equipment to 100 amperes, from 60. Other buyers might have preferred a fuse system; important thing is capacity of system to carry the load.

Just as the volume of automobiles has choked our highways and the increasing numbers of school-age youngsters have outgrown school facilities, so the stepped-up use of residential electric service has outmoded the skimpy electric wiring in our homes.

Electric light and power companies over the years had nibbled at this problem of almost universal inadequate wiring with some local successes because they knew that modern

wiring was a basic requirement for the increased use of electric service; without it there could be no accelerated use of electric equipment and kilowatt-hours.

The National Adequate Wiring Bureau, founded in 1937 to promote wiring on a national basis, is now managed by John Biggi under the chairmanship of Carl T. Bremicker, vice-president in charge of sales, Northern States Power Co., Minneapolis. NAWB's underwriter, the National Electrical Manufacturers Association, invested \$5,000 in 1936 to test the NAWB idea.

NAWB's promotion budget in 1957 alone is \$209,000. As late as 1952 it was only \$113,000. Space advertising is placed through Fuller & Smith & Ross Inc. Production and sales promotion is cleared through Geer, DuBois & Co.

This year NAWB is exploring ways to develop a program aimed at rewiring commercial and institutional buildings. Good bet for 1958: a promotional program designed to be as effective as NAWB's home rewiring program.

An all-out effort to wire adequately the 45,000,000 old, middle-aged and

Clara Zillesen, electrical industry advertising consultant, retired in 1950 as advertising manager, Philadelphia Electric Co., post she had held since 1928. She is consultant for and member of the board of directors, Reddy Kilowatt, Inc.

new homes in the United States is clearly indicated. Even new homes must be included because most of them built within the last few years do not have the modern wiring to service the electric ranges, dishwashers, air conditioners, dryers and other appliances young America is buying by the thousands.

In 1931 there were 19 electric appliances in general use. By 1951 there were 53 in common use. Experts predict that in another 10 years we will have more than twice as many appliances as we have today! There will be all-electronic cooking and air conditioning; electro-luminescent panels on walls and ceilings for home lighting; radiant heating; waterless

clothes and dish washers; radiant heat canopies will recede in the wall when not in use to replace old-fashioned electric blankets. Some of these things sound pretty visionary now, but then what did we think about the heat pump and TV in the Thirties?

The dinky 30 and 60 ampere electric service entrance; the too few circuits, the too light wiring will perforce disappear before the ranges, dryers, air conditioners and the multitude of cooking and labor-saving electric appliances we take for granted today can be utilized. Today's standard is the 100 ampere service, although far-seeing people are specifying 200 amperes. They are also installing sufficient separate cir-

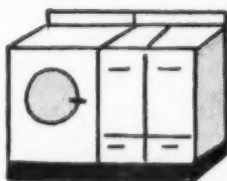
cuits, strategically placed outlets and are using heavier wire. It's easier and cheaper in the long run.

About a year ago the various components of the electrical industry decided that the use of electric appliances was still outrunning wiring facilities; that something had to be done about it and soon. The decision to break through this inadequate wiring barrier came when utility managements, manufacturing executives and various associations within the electrical industry somehow realized simultaneously that there would be no market for kilowatt-hours, appliances, and generating transmission and distribution apparatus unless homes had sufficient wiring capacity

Before You Declare:

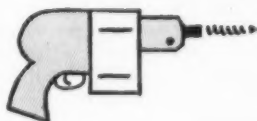
"But I don't have anything to do with the electrical industry!"

If your products fall into these categories, you can find new ways to profit from the electrical industry's promotion program:



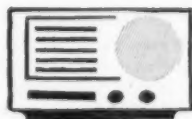
KITCHEN AND LAUNDRY (Other than usual electric equipment):

Accessories	Dining sets	Metal Hoods	Pots and pans
Aluminum foil	Dishes and cutlery	Packaging	Seasonings
Cabinets	Draperies	Paints	Shelves
Carpenter work	Foods (new, frozen)	Paper Products	Silicones
Chemical cleaners	Gadgets	Plastic Products	Small utensils
Counter tops	Hard floor coverings	Plumbing	Wall coverings
Detergents	Lumber	Polishes	Waxes



HOBBIES, HOME WORKSHOPS, RECREATION ROOMS (Other than usual electric equipment. See also Kitchen and Entertainment):

Electric kilns	Paint	Sports materials
Hardware supplies	Plastic materials	Tools
Lumber	Photography equipment	Tools and supplies for crafts



ENTERTAINMENT (Other than usual electric equipment, such as coffee makers):

Cameras	Phonographs	Slide projectors
Hi-Fi equipment	Photographic supplies	Tape recorders
Movie projectors	Radios	TV



DINING (Other than usual electric equipment):

Carpeting	Plastic dishes	Silver
Draperies	Cutlery (Steel)	Wall finishes
Easy-to-care-for furniture		

Note to paper plate and glass cooking utensil makers: check your products for electronic oven cooking!

Ample
satisfaction," says . . .

BUTLER MANUFACTURING COMPANY

Factory • KANSAS CITY MO • GAITHERSBURG, IL • RICHMOND, CALIF • BIRMINGHAM, ALA • HOUSTON, TEX • MINNEAPOLIS, MINN
Cable Bureau
Telephone BR 5-17400 7400 EAST 136th STREET
KANSAS CITY 26, MISSOURI

Mr. William Rose
THE WALL STREET JOURNAL
711 W. Monroe Street
Chicago 1, Illinois

February 20, 1957

Dear Bill:

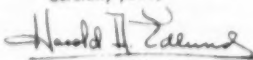
You will recall it was just a year ago that Butler decided to test the effectiveness of advertising over-the-road liquid transport trailers and pre-engineered metal buildings in THE WALL STREET JOURNAL. At that time we seriously questioned whether we could detect the influence of The JOURNAL in an already extensive business magazine advertising program.

The final decision to invest additional advertising dollars was largely based on the understanding that The JOURNAL reached a cross-section of the men who control America's businesses and industries... men who make decisions on capital purchases.

The reaction to WALL STREET JOURNAL advertising from our Butler Builders and Butler's salesmen proved that our efforts in The JOURNAL were well received. Inquiries on the letterheads of America's leading companies have given Butler ample reason for satisfaction with The JOURNAL.

Butler will schedule JOURNAL advertising for 1957. This time not as a test but with confidence in the value of the publication.

Cordially yours,



Harold A. Edlund
General Sales Manager

HAE vjm

HOW TO REACH THE HIGHEST PEACH

All over the country, business executives who just don't have time for the ordinary sales approaches, find time to follow up good ideas—and products. Your ad in The Journal triggers a dynamic response from the kind of men who normally are *hardest* to reach. They just "happen" to be the men you want *most* to reach. They're the ones who have the most say . . . the most buying power . . . the most interesting plans about modernizing, improving, moving, *growing*.

Circulation: 438,160

THE WALL STREET JOURNAL

published at

NEW YORK, 44 Broad St. and WASHINGTON, 1015 14th St., N. W. • CHICAGO, 711 W. Monroe St.
DALLAS, 911 Young St. • SAN FRANCISCO, 415 Bush St.

to use the marvels of this electric age.

A vigorous national consumer advertising and sales promotion campaign was obviously the answer. The Edison Electric Institute—an association of investor-owned electric light and power companies—initiated the project.

Where to start? "Adequate wiring" is one of those technical expressions which has little meaning for the average householder. What wiring is "adequate?" Few people really know except dedicated souls.

The way to reach the consumer in terms he could readily understand came to light from the findings of a survey conducted in 1952 by the Opinion Research Corp. They showed that most home owners call for re-wiring jobs when they acquire new appliances.

On February 8, 1956, via a 73-city closed-circuit telecast, Live Better Electrically, the electrical industry's first nation-wide, long-range, residential market development program was introduced.

Four-Point Program

The objectives outlined on this telecast were four:

1. To increase and accelerate development of the residential market for electrical products.
2. To vitalize the interest of home builders, contractors, architects, dealers and the general public.
3. Through better electrical living, to increase the standard of living for all America.
4. To build residential load for utilities. The goal was to double residential load every five years.

At the time the Live Better Electrically program was introduced, 100 utilities were actively supporting the program. Six months later the number of cooperating utilities had increased to 300.

Over 15 trade associations also are carrying the Live Better Electrically program.

The Live Better Electrically program was designed to be a nation-wide chain of local actions with the electric utility acting as the spearhead at the local level. This local action was backed up by an umbrella of national advertising, promotion and publicity campaigns executed by Batten, Barton, Durstine & Osborn, Inc. These BBDO activities are directed by Robert E. Boian, manager of the Live Better Electrically project for General Electric Co., which picks up the agency tab as its contribution to this industry-wide residential market development program.

In all, it is estimated that about

SALES MANAGEMENT

\$100-million was spent to promote the Live Better Electrically idea in 1956 by the electrical industry and its trade allies. It is believed that at least this much, if not more, will be spent in 1957.

The Live Better Electrically program admittedly is an indirect approach to solving the wiring bottleneck. There was reason, therefore, for the Edison Electric Institute's feeling that a special wiring program should be aimed at both consumers and electrical contractors. With the help of their agency, Fuller, Smith & Ross, EEI worked out such a campaign and hit upon the word "Housepower" to denote its central theme: adequate wiring.

Stress Meaning

Housepower, EEI explains, "is the emotional ingredient which gives new meaning to the concept of adequate wiring — a wonderfully simple way to express an inherently cold and mechanical subject. It tells quickly what adequate wiring *means* rather than what it *is*. This vital new concept is kept alive in the single word Housepower. In these three syllables is compressed the whole meaning and implication of a fuller life and a better home through electrical adequacy."

Parallel as Housepower and the Live Better Electrically programs may appear to be, actually there is no overlapping of the two areas of activity. Rather, they complement each other and are two distinct and separate national programs. As a matter of fact, Edison Electric Institute's promotion calendar suggests the overall theme, "Live Better Electrically with full Housepower."

The term Housepower has caught on with the public. As an example of Housepower's acceptance, a penetration survey last December gave it a recognition rating of 38% after about eight months' promotion—a terrific score. On the basis of speed of recognition Housepower won handily over some TV familiars! And the national Housepower contest conducted in seven advertisements in *Better Homes and Gardens* and local utility media last fall brought in the amazing total of 316,771 entries.

Better Homes and Gardens has just announced its own contest to help the electrical industry "learn the successful sales techniques being employed by electrical contractors, to stimulate contractors to sell more home rewiring, and to give consumers more convenient and safer living in better homes." The contest is open

to electrical contractors and their employees. It starts April 1 and closes June 30. Winners will be announced September 1.

Edison Electric's Housepower campaign is being promoted this year with \$500,000 spent directly by the Housepower Program, of which Frank Kitzmiller, Jr., is manager, under the chairmanship of the Wiring Promotion Committee headed by E. O. George, vice-president, Detroit Edison Co.

Five electric industry organizations are actively supporting the Housepower promotion:

National Adequate Wiring Bureau (NAWB)

Edison Electric Institute (EEI)
National Electrical Manufacturers Association (NEMA)

National Association of Electrical Distributors (NAED)

National Electrical Contractors Association (NECA)

An important and interested organization—the International Brotherhood of Electrical Workers—has through its president publicly endorsed the Housepower program and has started machinery in motion to expand its ranks to include more men who will do residential wiring.

Active Program

In 1957 most of these will add to the umbrella coverage of the Housepower and Live Better Electrically story with ads in the big weeklies, home and women's magazines, opinion-making magazines and building manuals. There has been strong editorial support for the Live Better Electrically story in these periodicals because editors recognized the importance of electrical living and adequate wiring not only to the home owner but also to manufacturers and distribution channels of this rapidly growing activity.

Another impressive contribution is the number and quality of manufacturers allied with the electric industry who have realized what full Housepower in the American home can mean to them in dollars and cents, and who have tied in with the promotion. At least 39 major companies are promoting the electrical program.

As the Housepower and Live Better Electrically people have figured it, the sales potential of their promotion is staggering. They have come up with a figure for the years 1956-1960 of \$8,500,000,000 worth of wiring in old and new homes, and \$3,500,000,000 in new apparatus. The latter includes necessary gener-

THE SALES MANAGER WHO WAS FIRED

Once there was a sales manager who was fired with an idea that really shook him: "How would it be," he asked himself and his associates, "if we used the *same* advertisements to (1) sell our prospects, (2) support our dealers and (3) pep up our field men? Could we make the budget go farther? Could we get more for our ad dollars? Could we have more ads? Could we produce more sales, maybe?"

"Good idea," said his associates. "Trouble is, prospects, dealers and field men don't all read the same publications. And we have so many dealers that the listings alone would chew up all the space."

"But what if we used *The Wall Street Journal*?" the SM asked triumphantly, closing the trap. "We could list our dealers region by region! We could reach our best prospects without waste. And (business of pounding the desk) we'll use *Journal* merchandising aids to show the field men AND the dealers what we're doing to help them sell!"

"I'm sure you know," he said kindly, "that *The Journal* has four daily regional editions. (See the addresses on the opposite page.) I'm sure you know that *The Journal* circulation is way over the Sept. 30, 1956 figure of 438,160. I'm sure you know that the people who read *The Journal* are the men who authorize or influence the buying of just about every product their companies use and need. I'm sure you know that *The Journal* is a national publication but with a daily's speed . . . Why, we can put this plan of mine into work now and see the results before other national media close their forms!"

"Great idea, Chief!" said his assistant. And he *meant* it.

ating, transmission and distribution facilities to take care of the increased electricity use involved. Also, in the period 1955-1960, it is estimated that 428,000,000 electrical appliances will be sold.

Many businesses and industries other than those dealing immediately with electric service and utilization can tie in with this wiring and electric living boom. There are some plus factors, too, widening market possibilities for products adding to today's better living, specifically, living better electrically. Cast a glance at the figures released by the Women's Bureau of the Department of Labor. One third of our workers—20 million of them—are women. Five million are single; 15 million are homemakers and over six million have children. Ninety-three percent of the nation's wives have no paid help. They need and want electrical appliances.

Then there are the changes in our

living habits. The big homey kitchen is back in style—more men help with more housework and cooking—there is greater interest in good food—there is more entertaining of an informal nature, more listening to good music.

Each of these factors is closely allied with better electric living. And that old bottleneck of inadequate wiring, now more stylishly known as low Housepower, which has been the great deterrent to complete electric living, is taking the count and within the next decade may be a dead duck. That opens the field to a legion of wares which in the past have not been eligible to capitalize on this enormous sales potential inherent in homes completely wired and equipped for electric living.

The contribution to the national economy from 1956 through 1966 of \$12 billion to wire, equip and serve for full Housepower approximately 20,000,000 already built houses and 1,000,000 new houses each year cannot help but stimulate hundreds of large and small industries. However, many such industries now on the perimeter of this \$12 billion potential have not realized what it can mean to them.

Allied Support

These businesses, and those concerned with the electrical industry, naturally fall into groups. Among the most interested groups are those concerned with the manufacture of electric utilization equipment, and the heavy apparatus used in generation, distribution and transmission of electricity. There are also the thousands of manufacturers of wiring, cable, switches, insulators, fittings, nuts and bolts. Most of these groups are actively behind the HOUSEPOWER and Live Better Electrically promotions.

An intriguing instance of failure to appreciate the enormous market for electric wiring and accessories is that of a manufacturer of panel boards who took a look at the diminishing number of new home starts and cut his production of that particular product. Curiously, however, demand for his panel board grew and he increased production. He quickly found out why: The number of old homes which so desperately needed adequate wiring and were having it installed just naturally opened up a booming market for his product.

Another group which can benefit by participation in the Housepower and Live Better Electrically promotions includes home builders, architects, engineers, rental agents, banks,

finance companies. This group would naturally participate on the local level with the local electric utility, contractors and dealers. Architects and builders are transferring their ardent affection for lavishly tiled bathrooms glowing with expensive equipment to equally lavishly equipped kitchens and to better wiring and lighting. Many builders are now venturing beyond putting in lots of electric outlets to impress the prospective buyer, and are paying more attention to the basic needs of adequate service entrance and enough separate circuits. More and more builders are beginning to use the "Full Housepower" features of their homes in their promotions.

Banks Show Interest


Banks and finance companies have realized that the low Housepower house is a poor deal in the long run, both for them and the harassed owner. Banks have been particularly active in advertising and displaying the advantages of full Housepower. Cooperating with this promotion can build up the home loan business.

Stores selling electric equipment for the home stand to benefit by participation in local Housepower and LBE activities. The wiring bottleneck has long been a real threat to them. Dryers, broilers, air conditioners have been returned to them because the buyer couldn't use them; his WQ (wiring quotient) was just too low. Department stores and discount houses have suffered similarly. Hardware stores, farm equipment dealers, and local mail-order house branches have lost sales because of the wiring bottleneck.

Have you ever thrown a stone into a quiet pond and watched the rippling circles widen and widen? The Housepower and Live Better Electrically promotions might be likened to the stone, the nearest ripples to the various electric industries, and the ever-widening ripples to those industries which offer all sorts of products for the home. Then beyond are the most distant ripples and these might be the manufacturers of basic products—metals, building materials, paints, chemicals, fuels, transportation, to mention a few—the consumption of which will be accelerated by new-home building, old-time remodeling, new generating facilities for the resultant increased use of electricity in the home.

The overall effect of the two promotions will be a continuing benefit to both the consumer of electricity and a host of industries.

The End



CAPTIVE AUDIENCE

Potential customers are comfortably seated, relaxed, with all eyes focused on your commercial. USE...

THEATRE SCREEN ADVERTISING

MPA
SCREEN BROADCASTS
ADVERTISING FILMS

1032 Carondelet Street
New Orleans, La.

Again... **2nd** in America in RETAIL GROCERS' ADVERTISING!

**3,329,526
LINES**

(300,000 Line Gain Over '55)

Again in 1956, in competition with newspapers in cities many times the size of Kansas City, The Star carried America's 2nd largest volume of retail grocers' advertising!

This exceptional showing in the most important of all retail sales categories reflects the potency of the rich Kansas City market and the consistent reliance of food wholesalers, brokers, dealers and retailers on The Kansas City Star for saturation selling in that market.

The Star is the food advertiser's dream medium! 95% home-delivered! America's most thorough twice-daily circulation coverage! America's lowest advertising rate per thousand!

KANSAS CITY

LEADING NEWSPAPERS IN RETAIL GROCERS ADVERTISING (Six and Seven-Day Newspapers)

YEAR—1956

CIRCULATION

1. Miami Herald (M & S)	4,106,650
2. Kansas City Times & Star (M & S) ...	3,329,526
3. Houston Chronicle (E & S)	3,040,931
4. Tampa Tribune (M & S)	2,959,885
5. Chicago Daily News (E)	2,942,746
6. Long Beach Independent (M)	2,810,277
7. Long Beach Independent Press-Telegram & Press-Telegram (S & E)	2,743,442
8. Portland Journal (E & S)	2,659,751
9. Memphis Commercial Appeal (M & S)	2,623,702
10. Houston Post (M & S)	2,586,963
11. New Orleans Times-Picayune & Times-Picayune & State (M & S)	2,524,891
12. San Antonio News (E)	2,523,723
13. San Jose News & Mercury-News (E & S) ..	2,504,791
14. Toledo Blade (E & S)	2,496,219
15. Dallas Times-Herald (E & S)	2,492,853
16. Akron Beacon Journal (E & S)	2,492,231
17. Fort Worth Star-Telegram (E & S)	2,467,197
18. Washington Star (E & S)	2,436,126
19. San Antonio Express & Express-News (M & S) ..	2,429,814
20. San Jose Mercury (M)	2,389,395
21. St. Louis Post-Dispatch (E & S)	2,384,316
22. Norfolk Virginian-Pilot & Virginian-Pilot & Portsmouth Star (M & S)	2,365,312
23. Portland Oregonian (M & S)	2,322,463
24. Minneapolis Star & Tribune (E & S)	2,265,875
25. Seattle Times (E & S)	2,219,681

Compiled by Media Records

THE KANSAS CITY STAR

KANSAS CITY
1729 Grand Ave.
Harrison 1-1200

CHICAGO
202 S. State St.
WEbster 9-0332

NEW YORK
21 E. 40th St.
Murray Hill 3-6161

SAN FRANCISCO
625 Market St.
GARfield 1-2003

Can Automation in by Increasing Sales and

Here's the answer... yours for the asking

Just as ingenious tools increase production per man in the plant, they will increase production per man in the field. You may get some of the best ideas you have ever had in the Slide-Chart Idea Starter Kit offered free on the opposite page.

What is a Slide-Chart?

A slide-chart is a simple device—precision-manufactured from paper or plastic—that puts product facts at the fingertips of users, prospects, and salesmen. In one move of a slide or turn of a disc, your slide-chart can select equipment, solve mathe-

matical or engineering problems, tell a sales story graphically.

Custom-designed to fit your sales program, your Perrygraf Slide Chart is true *automation in selling*. It can increase the production of your sales force, in at least 6 ways:

By building a cream prospect list. 20% of the units in any market represent 80% of the buying. A list of such prospects will enable you to focus selling and advertising where it will be more effective. Such a list can be built in a few weeks' time, for a few cents per name by offering a slide-chart (in mailings and publi-

cation ads) as bait for informative inquiries. By relating your slide-chart to your product, you get top appeal to prospects—with no "curiosity" response. One manufacturer substituted the slide-chart approach and built a list in four weeks' time that formerly required 100,000 personal calls and ten years' time.

Give your salesmen a useful "door opener" and "conversation piece"—in response to inquiries, or on cold calls.

Slide-charts inject your product—and necessary data—at the buying moment. You'll get direct orders and requests for salesmen's calls from prospects who have and use your slide-chart.

Suggest related equipment along with the primary purchase. This increases the order—at no additional sales cost.

By presenting your sales story graphically, a slide-chart can replace 5000 words, and spread the story nationally in a few days. One equip-

A Few of the Many Hundreds of Perrygraf Repeat-Order Customers

General Motors	Bethlehem Steel	AT&T
Chevrolet	Republic Steel	Standard Oil
Oldsmobile	Jones & Laughlin	General Electric
Frigidaire	Procter & Gamble	Westinghouse
Deico	Union Carbide	Zenith
Hyatt	Masonite	IBM
Ford Motor Co.	Caterpillar	Royal Typewriter
Mercury	Anaconda	Sperry
Lincoln	Hotpoint	Allis Chalmers
Chrysler Corporation	Swift	Alcoa
Chrysler	Armour	Munsingwear
DeSoto	Timken	Wyeth Drug
Plymouth	Crane	Pfizer
Airtemp	Roebbing	Merck
Armstrong Cork	Libbey-Owens-Ford	Mead Johnson
Goodrich	Owens Corning Glass	Mallinckrodt
Goodyear	Motorola	Smith, Kline & French
Firestone	Business Week	U. S. Gypsum
Prudential	Cincinnati Milling	Ralston Purina
Hartford Accident	Douglas Aircraft	Hallicrafters
Minneapolis Honeywell	United Airlines	International Harvester
Square D	American Airlines	John Deere
Allied Radio	TWA	Sears Roebuck
Camel Cigarettes	Pan American	U. S. Rubber
Bendix	North American	Borg Warner
Philadelphia Gas	LeTourneau	Western Union
Vickers	Shartle Bros.	Kaiser Aluminum
Stewart Warner	Gleem Toothpaste	Barber Coleman
Electrovox	Mutual Benefit	Capper Farm Publishing
Gabriel	Skelly Oil	National Underwriter
Fuller Brush	Baldwin Locomotive	Cities Service
Railway Express	Yale & Towne	Combustion Engineering
Chicago Sun Times	Penton Publishing	Disston Saw
Thor	Ritter	Anso
Rockwell Mfg.	Axelson	American Weekly
Servel	Seng Hardware	Lennox Furnace
Line Material	Fashion Frocks	Belden Mfg.
Crosby Gage	Lewis Shephard	Pratt & Whitney
Electrovoice	Missouri Pacific	Ballantine
Sprague Electric	Aircraft Marine	Kearney & Trecker
Chicago Screw	Lincoln Electric	Union Bag
Electric Autolite	Armco Steel	Granite City Steel
Exello	CIT	American Brass
Lake Chemical	Avco-Crosley	Bell Telephone
Monarch Mfg.	Hyman Seat Cover	Carpenter Steel
United States Steel		

Slide-Chart Designing is a Job for Experts... Call on Perrygraf

A slide-chart can inject a powerful punch into your whole sales and advertising program. But to be most effective, it must be simple and easy to use. Operations must reduce to one or two simple movements of the fingers. Manufacturing craftsmanship must be accurate.

That is why leaders in every field—many with large engineering staffs of their own—turn to Perrygraf for design and manufacture of slide-charts.

Perrygraf Corporation, originators of slide-charts, has produced more than 16,000 different designs, and holds more than 6,000 copyrights.

You will be surprised at what a molehill can be made from a mountain of problems. And Perrygraf design will save you money, too. Just tell us what you would like your slide-chart to do, how you are handling the problem now, and about how many you might use. We will tell you promptly, at no obligation, how it can be made, and what it would cost.

Selling Increase Profits Cutting Selling Costs?

ment manufacturer substituted a two-ounce slide-chart for a 500-lb. working model—made every salesman an active demonstrator—and gave every prospect his own model for a dime a copy.

Make expert salesmen out of order-takers—your own sales force, jobbers' salesmen, retail sales people. Salesmen give prompt, accurate answers to questions...inspire confidence...often close sales before competition can respond to inquiry.

Keep your product sold by showing customers how to use product correctly and get maximum value and satisfaction from their purchases.

Can Automation increase sales efficiency and cut selling costs? The Perrygraf customers listed here answer that question emphatically YES. By using Perrygraf-designed-and-produced slide-charts to provide fast, accurate answers to questions, these companies sell more—and sell more efficiently and economically. The result is more sales per salesman—at lower cost per sale.

And you make an extra, direct saving with Perrygraf Slide-Charts! Slide-charts—simple, compact, economical—replace expensive data sheets, handbooks, and catalogs... at far, far lower cost. For example, Perrygraf Slide-Charts have replaced 400-page manuals...350-lb. demonstration samples...and elaborate catalogs—all at substantial savings.

"Our Slide-Chart cost us less for 10,000 copies than we've spent on many trade paper ads," one enthusiastic user reports.

So get the facts about Perrygraf Slide-Charts. You'll enjoy the actual samples and case histories...the colorful illustrated booklet. Write for your Perrygraf Idea Starter Kit today!



What IS a Slide Chart? A Perrygraf Slide-Chart, at the pull of a slide or the turn of a disc, gives information needed to specify your product. One simple operation selects the right item...solves essential engineering or mathematical problems... shows how your product operates.

GET ALL THE FACTS ABOUT SLIDE-CHARTS ... QUICKLY, EASILY AND FREE



You're the expert on slide-charts... when you have this handy file folder, custom-assembled to fit your industry. Write for your free Idea Starter Kit—you'll get it by return mail.

The Slide-Chart Idea Starter Kit is loaded with ideas and information—all the facts and material you need to put slide-charts to work for your company. It's colorful and interesting...and free.

Actual samples and case histories in your field...simple how-to-plan form...colorful illustrated booklet on Slide-Chart design and use. Remember—Perrygraf, originator of slide-charts, handles your design needs from raw figures to finished job. Write for your FREE Slide-Chart Idea Starter Kit...today.

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Quick Facts for Stronger,
Simpler Selling

Pemco Abandons Traditional Gifts, Makes Charity Donations Instead

An industrial manufacturing frits, stains, and related products reports excellent response to contributions made in buyers' names to National Society for Crippled Children and Adults.

By **THOMAS S. HOOK**
Manager, Advertising and Public Relations
Pemco Corp.

During the past five years the number of requests not to send Christmas presents has increased from one year to the next. This year we decided to break with tradition in an industry in which gift giving at Christmas is strongly entrenched.

We decided to make a donation representing the appropriation made for each salesman to The National Society for Crippled Children and Adults, in the names of our customers. Unsolicited replies from executives in appliance-making plants, ceramic manufacturing companies and glass companies that use our porcelain enamels, glazes and glass colors as a finish for their products were overwhelmingly in favor of the new way of handling Christmas giving.

"You and Pemco kept me in smoking pipes for a great many years," wrote one of our customers after being informed of the donation, "but if you hadn't done so, I still could have enjoyed a pipe of my own purchase. I was much impressed with your nice letter and think your donation was much the best way to express the real meaning of the season and your good wishes for your friends."

This excerpt was typical of the reaction expressed in letters from the

persons in whose names the donation was made. Several score letters came unsolicited to us, expressing appreciation; another 25% thanked our salesmen personally on Christmas cards and notes, and perhaps another 50% expressed thanks to the salesmen during their calls after the season.

The decision to donate to a national charity was made at our annual sales convention in January 1956. One of our salesmen had experimented with the idea a month before by giving his Christmas appropriation to the *New York Herald Tribune* Fresh Air Fund. He made the gift in the names of his customers and notified them by letter. Their enthusiastic reaction was reported at our sales meeting. It brought a unanimous decision to have all salesmen follow the same idea the next Christmas.

When fall of 1956 came around, we had to select a charity whose services were felt nationally. We attended the annual meeting of The National Society for Crippled Children and Adults in Washington, D. C., to learn more about one charity that came to mind, one whose purpose tied in somewhat with the spirit of

the season. We visited booths showing latest advances in mechanical aids for the handicapped. We talked with physical therapists and learned of their task in rehabilitating some 125,000 handicapped children.

Our management was convinced of the good work done by the society and expressed willingness to contribute to the sales force's "kitty" for gifts. The check was turned over to Malcolm Hecht, retired owner of a department store chain who serves voluntarily as treasurer of the national society. The presentation was made by Herbert Turk, executive vice-president of Pemco, in the privacy of his office; no local or national publicity was made of the donation, lest we commercialize it. A letter went out to each customer from each salesman advising him of our donation. The society then acknowledged the donation to each customer by a simple card.

Of course there were a handful of persons who missed some tangible gift at Christmas. But the overwhelming response from most customers indicated that we probably will give a donation to a charity again next year.

The End



THIS CHILD, and others like her, are benefiting from Pemco's decision to donate in customers' names the amount that would ordinarily have gone for business gifts.

be Sure to **SELL SYRACUSE***

and the 15-County Syracuse Market

... INCLUDING ITHACA

ITHACA:

7,600 families
with annual buy-
ing income of \$59.5
million live in Ithaca,
home of Cornell Univer-
sity.

COVERAGE:

40% of them read one or both
of the Syracuse Newspapers daily—
78% on Sunday!

There's a single, economical way
to sell the 15-county Syracuse market,
where 399,000 families have \$1.9 billion
to spend annually.

The Syracuse Newspapers deliver 100% satura-
tion coverage of metropolitan Syracuse — effective
circulation in 14 surrounding counties, including a score
of bustling communities like Ithaca, Oswego, Auburn,
Cortland, Oneida and Massena.

In this truly big market, the media problem is a cinch . . .
because no other combination of media in the market can do a
comparable job at a comparable cost.

FULL COLOR AVAILABLE — Daily and Sunday

Represented Nationally by MOLONEY, REGAN & SCHMITT

the SYRACUSE NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN ★

Evening

Sunday

THE POST-STANDARD

Morning & Sunday

CIRCULATION: Combined Daily 233,150

Sunday Herald-American 221,744

Sunday Post-Standard 105,245

★ America's
BEST

Test Market





Don't Snarl



Don't Shout



Relax



And be Friendly

Tips on Telephone Techniques That Build Sales and Good Will

Be cheerful. Be courteous. Be helpful. Be prompt. Avoid the dead-end "no." When you must say "no," suggest an alternate way you might be able to help your customer meet his needs. These principles are for everyone . . . from executive suite brass to those on the shipping platform.

By CHARLES BURY

Over the telephone the person you are talking to forms his impressions of you solely by your voice. He can't see the expression on your face, the smile on your lips, nor can he feel a warm handclasp. The only thing that counts is what meets his ear . . . your voice.

Business houses lose many a customer because executives, order clerks, secretaries, and others show disinterest in their telephone voices and do not follow through with offers to be of assistance.

One of the principal customer offenders is the secretary of the busy executive who always screens calls with this: "Who's calling?" She may be telling the truth when she then says, "Mr. Blank is out right now." Chances are the customer will be offended though, and think Blank is avoiding him.

"Who's calling?" Two words that undo in seconds what has taken thousands of words and thousands of dollars to build up with public relations, advertising, and selling effort.

If the secretary had said instead, "Mr. Blank isn't in just now, may I take a message?" Or, "Mr. Blank will be back at two o'clock, could someone else help you?" ruffled feelings would be avoided.

Another friend-killing process occurs when executives have their secretaries make outgoing calls and say, "Just a moment, please, Mr. So-and-so is calling . . ." Mr. So-and-so then hurriedly continues looking up something in the file, little realizing that the few seconds he takes seem like minutes to the other person.

To avoid offending others, smart executives are now not only taking their own incoming calls, they are also dialing their own outgoing calls.

A positive telephone technique can also pay off in cash. For example, a

Houston client in the office supply business found that a typical answer to a customer's inquiry on out-of-stock file folders would be: "Sorry, we're out of No. 10 file folders." The customer would then hang up. This was later changed to "We'll have some No. 10's in next week. Could you use No. 12's this time?"

It turned out that hundreds of customers could use No. 12's.

Another telephone technique adopted recently in a Baltimore hotel could be copied profitably by others. Ordinarily, when a guest picked up a telephone receiver, he would hear a mechanical voice drone, "Operator" or "Order, please . . ." Operators now answer the telephone by saying instead, "At your service . . ." delivered with an upward inflection. It caught on like magic.

And here is one of the simplest telephone sales tips you can use: Always let your customer hang up first. If you hang up first, the customer may have an afterthought. The afterthought may be an increase in the order. Yet, rather than call back, the customer may let it go.

Even answering the telephone only to find that a wrong number has been dialed can be an opportunity to make a good impression or a sale. I recall the time I dialed a wrong number with this result:

Me: "Is Mr. Reid there?"

Female Voice: "I'm sorry we have nobody here by that name."

Me: "I thought I was dialing so-and-so . . ."

Female Voice: "Well, what you have is the Interstate Moving Co., and anytime you have something to move remember to call us. Our number is . . ."

You see, the telephone doesn't have to be an instrument of torture. It can be a real selling tool!

"I once asked Grover Whalen why he wore a gardenia and he said, 'Because for only 25 cents it makes me feel important all day long'.

"Well, I buy Ladies' Home Journal because for only 35 cents it makes me feel important all day long. All day—my eye. All week. Sometimes all month. I feel important because the magazine is edited for my gender—and nobody else's.

FROM THE DESK OF

Bernice Fitz-Gibbon

MEMO TO BUSINESSMEN ABOUT "NONE OF YOUR BUSINESS"



Nobody but nobody has yet shown signs of out-Fitzing Bernice Fitz-Gibbon, formerly of Macy's, Wanamaker's and Gimbels, and now head of her own advertising-merchandising agency, Bernice Fitz-Gibbon, Inc.

"Gentlemen, what's in the Journal is 'none of your business'. Everything in the Journal is as personal to a woman as a bath towel. Everything has 'hers' stitched right on it.

"The Journal says women have a world of their own—and they sure do—a wide wonderful world. Take a look at the March issue. It has everything but everything—Dorothy Thompson writing from Saudi Arabia, Lord Halifax' memoirs, Daphne du Maurier's greatest novel, Doctor Spock, news from America's four top fashion designers, and a house you can build for \$22,000.

"But gentlemen, the Journal's none-of-your-business-ness means business. The feminine appeal of the editorial rubs off on the advertising. Remember—the yens and druthers of the country are in the minds of women. Man wants but little here below—but women want a whale of a lot of things—and more women look for them in the pages of the Journal than in any other magazine published."

* * *

(We think that you businessmen might also be interested in some business figures from the Journal. For example, the March issue is the biggest single issue of a woman's magazine ever. Circulation—over 5,600,000. Advertising revenue—over \$3,116,000!)*

*Pub. Est.

*Women have a world of their own...
and a magazine of their own...*

Ladies'
Home **JOURNAL**
A CURTIS PUBLICATION

...the world's largest woman's magazine

live out of it...
work out of it...

Snapak
by **SCHELL**



Leather Goods Co., Inc.
Cincinnati 25, Ohio



It's the bag with the split personality for your overnight business trips. One side of the Snapak has three roomy pockets for your correspondence and records. The other side is a hidden compartment, big enough to hold an extra shirt, a tie or two and your toilet articles. A full center flap hides the compartment when you open your Snapak during a business call. Also available with pockets on both sides and no flap.

Made of handsome top grain cowhide in several colors and styles. 12" high, 17" or 18" long, 4", 5" or 6" wide. Solid leather handles, safety lock, reinforced corners. At your favorite luggage or department store. Custom-built bags for your entire organization also available on request. Write for quotations.

Telephone Techniques (continued from preceding page)

How to Turn Telephone Inquiries into Sales

Hundreds of sales are lost every day by answering telephone queries with such order-losing phrases as:

"We're out of that . . ."
"That will depend . . ."
"We can't do that . . ."
"Will that be all . . ."

Why not turn these phrases around and make sales winners of them instead of sales losers? For instance:

1. *Sell substitutes for sold-out items.* Customers don't always know what is available. If you can furnish a substitute for an out-of-stock item, or for an item you don't carry, you may help the customer out of a jam, and thereby perform a real service.

Instead of: "We're out of 2-inch pipe."

Say: "We'll have some in next week. Could you use 1¼-inch this time?"

Often you'll find that the other item you suggest will serve as well, and sometimes better. A flat "we're out of it" sounds abrupt over the telephone.

2. *Reply before you qualify.* When a customer doesn't give you enough information about what he wants, don't take a chance on irritating him by pinning him down to a more intelligent rephrasing of his inquiry. Give him something to go on first, even if it is only a partial reply.

Don't say: "The price depends . . ."

Say: "We have several sizes priced \$165 to \$495. Did you have a particular size in mind?"

The customer now knows that there is a size within

his price range, and you can start to interest him.

3. *Tell what you CAN do.* Many times a customer's request on delivery, assortments cannot be granted. In such cases it's just human to blurt out impulsively, "We can't do that . . ." This has a negative effect on the customer. In most cases *something* can be done. So why not tell what you *can* do?

Instead of: "We can't give you 12 cases—we have only three in stock."

Say: "We'll be glad to send you three—and the remainder later on."

It's all in the way you say it. Remember to put the "good news" first. The "sad news," if any, should come second. Look for the positive slant.

4. *Sell related items.* When a customer orders something over the telephone, he is in a buying mood. Here is an opportunity to sell additional items—related items. Related item selling over the telephone will not annoy the buyer as long as too many additional items are not suggested. So, when a customer orders one item, suggest one or two additional items.

Instead of: "One drum of cleaning solvent. Will that be all?"

Say: "Will you also need waste rags or lubricating oils?"

Remember of course to suggest only items that are "related" to the original purchase. Don't try to load up a customer with "unrelated" items, or else he will assume that you are just trying to clear out your stock. **The End**

EXPERIENCE

more experience in airfreight than any other airline enables American to serve sales executives better!



It costs only \$7.50 for a typical 100 lb. shipment from New York to Chicago ... only \$18.80 from Chicago to San Francisco.

First with scheduled freight service, American Airlines today has the largest, most experienced personnel force as well as the newest and most extensive handling facilities. That's why American offers the best assurance of fast forwarding and dependable on-time deliveries . . . deliveries which enable sales managers to develop markets previously out of reach . . . provide faster, more efficient service to existing accounts.

AMERICAN AIRLINES AIRFREIGHT

—flies more freight than any other airline in the world

For V.I.P. Customers

Easter or Mother's Day

For birthdays, anniversaries and other "Great" days at Mount Vernon, Martha Washington would order her GREAT Cake served. The original recipe begins: "Take 40 eggs . . ." This historic delicacy is not a fruit cake—it is more like a pound cake, enriched with fruits that were available at Mount Vernon in those olden days.

Now you can buy Little Great Cakes. They are golden brown and made from the finest ingredients including brandy and sherry. Charmingly packaged and a facsimile of the original recipe goes with each cake. Appropriate for Easter, Mother's Day and other "Great" occasions.

1½-lb. cake, baked in Turk's head mould, \$3.00; 2½-lb. cake baked in oblong mould, \$5.45. Postpaid anywhere in the U.S.A. proper. Discount on quantity orders. Send check or money order, (no C.O.D.'s), to—

LUCY ANN GRAY, INC.

P.O. Box 510 (SM)

Alexandria, Virginia

this precision recorder
fits in your pocket!



out of sight, out of mind—you get all the facts. The perfect "secondary memory" to save you time and work—the world's only pocket-sized, push-button precision recorder! Take it with you wherever you go. Records everything—up to 2 hours on a single reel! Plays back, erases, re-winds—great for dictation, too, and only 28 ounces! Battery operated or A/C.

Sold through authorized franchised dealers

For complete details, write:
GEISS-AMERICA

Dept. SM-3, Chicago 45, Ill.

In Canada: Imperial Typewriters of Canada, 416 McGill St., Montreal 7, Que.

If You Don't Want Routemen to Be Employes

... avoid assigning routes to them, sending bills and receiving collections, and paying for their group insurance.

A driver salesman may be an employe even though he furnishes his own truck and pays both its maintenance costs and liability insurance and though his income is the difference between collections from housewives and the return to the company. The Internal Revenue Service recently issued a ruling immediately covering a retail bakery but, of course, generally applicable.

Here are some of the circumstances recited by IRS:

The driver collects daily from some customers; others, the company bills weekly or monthly, crediting payments to the driver's account. The company assigns routes, advises drivers of telephone orders, changes in addresses, etc., and furnishes route sheets and lists. Drivers handle no other delivery business. They are covered by group insurance.

outside calls. They solicit contracts for custom-built homes. The company furnishes leads on which they must report. They adhere to company prices and conditions of sale—like a store proprietor with a Fair Trade agreement. The company supplies forms, photographs, brochures—again, as manufacturers furnish sales aids to their dealers.

In all these, you can't put your finger on any single decisive point. The law tells IRS to take the common law as its guide in distinguishing employes from independent businessmen and the common law is something lawyers know best how to apply.

The End

Not Independent

Neither their investment nor their income from sales makes the drivers independent dealers. The company, IRS says, controls their operations. It may look as if the decision depended on the furnishing of routes, the absence of business from other companies. Yet a storekeeper with a territorial franchise, handling products from only one supplier, is in a similar situation. IRS rarely states the precise point which guided it.

Though he locates prospects himself and decides when to call on his regular customers, a licensed security salesman is an employe. In the business for years, he needs no instruction. But the company sets his office hours and furnishes his office. Although he works on commission, he has a guaranteed minimum. He submits to the firm partners for their approval letters sent on their behalf to prospects. The firm pays for whatever licenses he needs and includes him under group insurance policies.

The securities salesman followed office hours set by the firm. IRS recently classed as employes salesmen who, except for "floor time" in company offices, set their own pace for

It's that Time Again! the 24th Annual National Premium Buyers Exposition

... the hub of the premium industry

under auspices of the
Premium Advertising Association of America, Inc.

April 8-9-10-11, 1957

**CHICAGO
NAVY PIER**

WANT FACTS on how to use the profitable premium way to build your sales? You'll find the answers when you attend NPHE.

Company executives, premium users, buyers save time by writing in advance on their company letterhead for Admittance Credentials and registration forms to this exclusive trade exposition.

A. B. COFFMAN ASSOCIATES

111 West Jackson Blvd.

Chicago 4, Ill.

SALES MANAGEMENT

WCAU
PHILADELPHIA
means
drama



You've seen "Waterfront." It appears on film in many markets . . . in Philadelphia it's the number one local television show. You just don't get a rating like that for a syndicated show without well-executed publicity, promotion and merchandising. And that's just the kind of support WCAU gives its programs. One sponsor, La Rosa macaroni products, canceled other forms of advertising because, "the combination of WCAU-TV coverage plus 'Waterfront' audience is actually delivering more per dollar than anything we ever used before." The co-sponsor, Foremost Dairies, reported lightning reactions to a special cottage cheese offer made on the Sunday night program, with driver-salesmen selling out on Monday morning. So you see WCAU sells with drama. WCAU can sell for you.

WCAU, WCAU-TV *The Philadelphia Bulletin Radio and TV stations. Represented nationally by CBS Spot Sales. By far Philadelphia's most popular stations. Ask ARB. Ask Pulse. Ask Philadelphians.*

Media Executives Tackle Manpower Shortage with A-Z Recruiting Manual

Here's a taste of what's in it. The approach and techniques can be applied by any firm that is starved for talent or suffering excessive turnover.



A working guide for recruiting and selecting salesmen, the Newspaper Advertising Executives Assn.'s new *Operation Screening* is full of practical pointers for sales management everywhere.

Unlike frothier manuals of its type, the NAEA program (prepared by Phillips Associates, Chicago) not only sets down WHAT to do, but WHY, WHEN, HOW and occasionally WHERE to do it. While emphasis is naturally on newspaper space salesmen, the basic plan is universally applicable:

1. *Determine what you need*
 - Know the requirements of the the job.
 - Know the kind of man it takes to meet them.
2. *Recruit for quantity*

- The more men you see the better your chances of ending up with the right one.
- Use as many sources as possible.
- Recruit on a continual basis.

3. *Screen for quality*—using these NAEA forms:

- Preliminary Interview* to eliminate the obviously unqualified.
- Personal Inventory* to take stock of the candidate's basic qualifications.
- Depth Interview* to probe beneath the superficialities of the the candidate.
- Sales Presentation* to measure his effectiveness in a sales situation.
- Negative Factor Reference Check* to verify information.
- Credit Check, Personnel Testing, Home Interview, and Physi-*

cal Examination to refine further your evaluation.

4. *Compare and decide*

- Review your facts.
- Compare man to job.
- Compare candidate to candidate.

In addition to offering actual work forms, NAEA spells out candidly the two sets of requirements—"can do" and "will do"—on which to appraise an applicant. These come out of an audit of 2,000 men from 180 member newspapers.

Operation Screening also serves up sample recruiting ads, sales situation outlines for "tryouts," guidance on how to conduct an interview (see box below).

For details, write NAEA, Robert C. Pace, Secretary, 417 Vermilion, Danville, Ill.

How's Your Recruiting Interview Technique?

Sometimes it's difficult for sales executives to remember that the maxims of selling often apply to recruiting; that the interview and the presentation are cousins, if not blood brothers. Here are *Operation Screening's* tips for conducting an effective interview:

1. *Prepare yourself in advance* with all information and material you'll need.
2. *Provide for privacy*—and no interruptions.
3. *Put the candidate at ease*: let him smoke, make a few minutes' small talk, point out you're asking everyone else the same questions.
4. *Let the candidate do most of the talking*, confining yourself to raising significant questions.
5. *Neither rush the interview, nor let it drag.*
6. *Ask questions naturally*—don't read them off of the forms!
7. *Avoid leading questions* that require only a "yes," or "no" answer. Use words like "why," "how," etc. to encourage explanations and elaborations.
8. *Probe for reasons when resistance occurs* by dropping, then returning to the question, or by a point-blank request for answer.
9. *Control your personal prejudices and opinions.*
10. *Record answers as you get them.*
11. *End interview on a friendly note.*

To sell more where more is sold ... it's **FIRST 3 FIRST!**



Site for Solitude



Site for Increased Sales

A brisk hike along a snow-covered country lane may provide positive exhilaration, but when it comes to putting positive acceleration into your sales curve you should aim your heaviest advertising punch at the nation's outstanding urban markets.

The three top markets of New York, Chicago, and Philadelphia—where nearly 1/5 of all U. S. retail sales are made—should serve as your main advertising target upon which to concentrate your heaviest advertising effort. In these three huge markets, where the family coverage of

General Magazines, Syndicated Sunday Supplements, Radio and TV thins out, *there is no substitute* for FIRST 3 MARKETS' solid 62% COVERAGE of all families.

In addition, FIRST 3's "Sunday Punch" circulation of more than 6,000,000 reaches over half the families in 1,319 Industrial NORTH and EAST cities and towns, which produce over 30% of total U. S. Retail Sales.

To make your advertising sell *more* where *more* is sold... it's FIRST 3 FIRST.

The group with the Sunday Punch



Rotogravure • Colorgravure

New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N. Y. News Building, 220 East 42nd Street, MUrray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043
San Francisco 4, Calif., 155 Montgomery Street, GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Boulevard, DUmkirk 5-3557

How to Question and Interpret

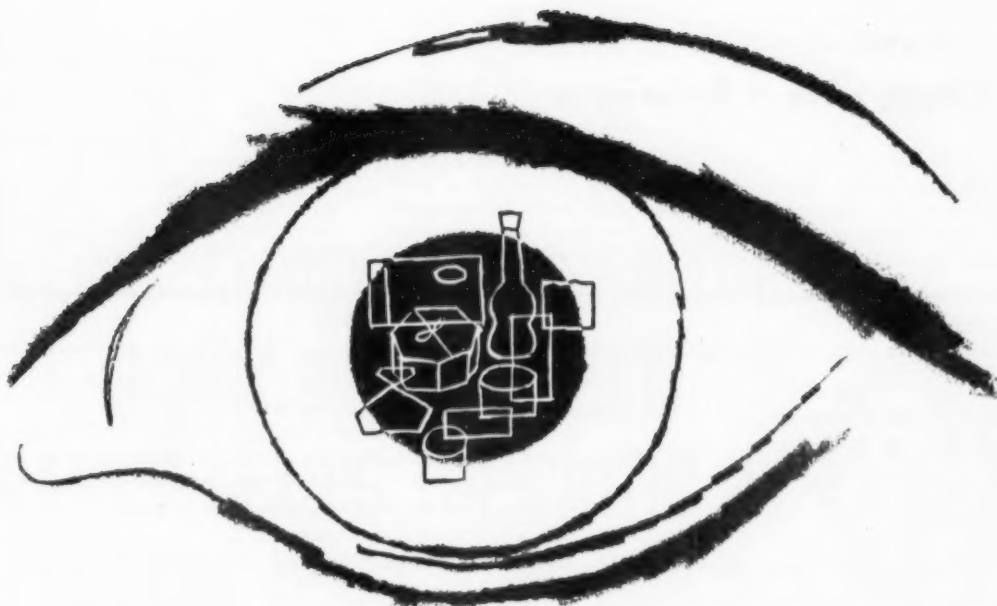
One of the handiest forms in the set is the "Negative Factor Reference Check" designed to keep you right on course when phoning a prospect's references. As this guide points out,

such checkups are best made by phone, not only because it is fastest, but because references are inclined to say more in a phone conversation than they would in a letter. Moreover,

"tonal inflections and reluctance to reveal information is often as informative as what the reference says."

Like the Depth Interview Guide, this one is printed in four columns—what to ask; notes (blank); interpretation, and evaluation (favorable, unfavorable and questionable)—of which only the first and third are given here.

WHAT TO ASK	INTERPRETATION
What Specifically Did You Do In Your Most Recent Job? What was the nature of employer's business? Describe a typical work day or week.	Look for experience that would be useful to job and that would indicate consistency of expressed interests. Inability to clearly describe what he's done suggests he acquired only superficial knowledge of job.
What Did You Do When You Started With Your Most Recent Employer? How does it compare with your later responsibilities? How many promotions did you receive?	Look for his ability to progress and to take on increased responsibility. Lack of such growth may indicate limited ambition or limited capacity for growth, or a combination of both.
What Sort Of An Organization Was Your Most Recent Employer? What did you like most? Why? What did you dislike? Why?	Look for sense of loyalty and ability to evaluate his situation realistically. If he gripes about petty or minor issues without sound justification for his complaints, there is danger that he may be a chronic complainer and potential source of trouble in your organization.
What Sort Of A Fellow Was Your Boss? What did you like about him? Why? What did you dislike about him? Why?	Look for ability to take direction and to respond to supervision. A negative reaction may indicate that he's difficult to handle, especially if he's unable to justify his feelings.
What Do You Think About The People You Worked With? What did you like about them? Why? What did you dislike about them? Why?	Look for cooperativeness or ability to get along with fellow workers. A negative reaction may indicate that he's the "lone wolf" type who is incapable of effective team work.
What Do You Think About The Kind Of Work You Did? What did you like most about the job? Why? What did you like least? Why?	Look for close relationship of likes and interests to job you're seeking to fill. If he shows dislike for activities that are important part of job, he'll make poor job risk.
Why Did You Decide To Leave Your Most Recent Job?	Look for sound and believable reasons that are consistent with his expressed interests. If his reasons are shallow or unjustified, he may lack the perseverance or emotional stability essential to effective performance.
What Kind Of Selling Experience Have You Had? What products have you sold? What kinds of customers have you called on?	Look for experience that would be useful to job and that would indicate consistency of expressed interests. No, or limited, sales experience should not disqualify candidate, although it is helpful if he's had first-hand contact with the problems of selling.



**HAVE YOU
SEEN YOUR
PRODUCT
LATELY?**

Sure, we know you've looked at it — in the plant, on the shipping platform, or maybe in your sample kit.

But have you *seen* it the way a prospective customer sees it?

It is amazing what you sometimes see when you get around to the other side of the desk and look at your product from the prospect's skeptical and frequently uninformed viewpoint. You discover questions that need answering. You learn that some of your product's best features can pass unnoticed. You find out that a minor feature (or one you think is minor) carries much weight with some users. And from all this you are able to isolate the real sales appeals and the real obstacles (not just the excuses your salesmen often get.)

This is why we make it "standard order of procedure" to circulate among our clients' customers and prospects and listen as they talk about their needs, their problems, and their ideas. After a number of calls of this sort we begin to see a client's product, not just as he sees it, but as the prospect sees it.

Then, not because we are smart but because we know what prospects want, we are able to prepare selling tools that correct the misconceptions, answer the questions, and pave the way for increased sales when your salesmen call.

These selling tools take different forms, depending on the need: manuals, handbooks, catalogs, sales aids, advertisements, direct mail. The same research that reveals prospects' needs often shows the best means of communicating with them.

There is no magic in this approach, but there is a lot of hard work on the part of skilled investigators. There is a good deal of satisfaction, too, when we help a client "see" his own product, and then sharpen his advertising so as to help remove the real or imagined obstacles that retard his sales.

THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y. LExington 2-3135

How to Check with a Reference

The most astute questions won't yield much information unless you know what to do with the answers. Two forms from NAEA's *Operation Screening* demonstrate thoroughness

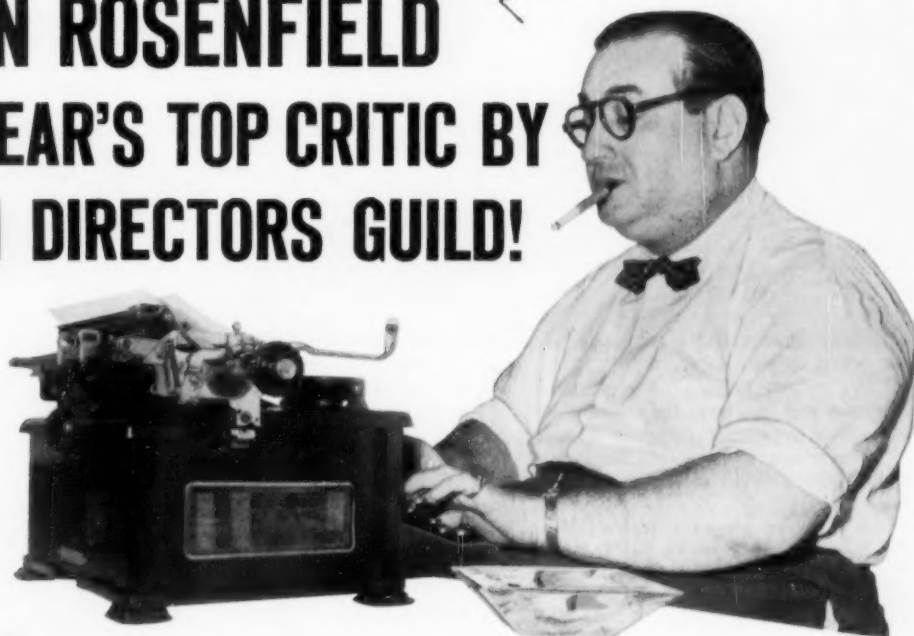
of both inquiry and interpretation. The "Depth Interview Guide" covers education, work habits, family situations, attitudes, interests, finances, health and goals in addition to the

section on experience quoted below. The guide is set up in four columns: (1) what to ask, (2) a blank, "notes" space for recording answers, (3) interpretation, and (4) check-off points for evaluation, i.e., favorable, unfavorable, or questionable. Only the first and third columns are shown here.

WHAT TO ASK	INTERPRETATION
<p>How Long Have You Known Mr. ? What has been the nature of your relationship with him? How well do you know him?</p>	<p>Determine if reference is qualified to speak with authority about candidate. If candidate has given you a reference who has only a casual or limited knowledge of him, the candidate either has poor judgment or he may be trying to cover up something in his background by referring you to people who don't know him too well.</p>
<p>What Kind Of Work Did He Do For You? What type of selling did he do? What were his duties? What kind of customers did he call on?</p>	<p>Determine if previous job is as he said it was. If response conflicts with what candidate has said, it may be that he inflated or enlarged upon his responsibilities in effort to secure job.</p>
<p>How Did His Results Compare With Others? What were his annual sales? How well did he control his expenses? How hard did he work?</p>	<p>Determine quality and quantity of performance. If candidate's performance has been inferior with previous employer, you are assuming risks by expecting it to be superior with you.</p>
<p>How Did He Get Along With Other People? How did he get along with fellow employees? How did he get along with customers? How did he get along with you?</p>	<p>Determine his capacity for cooperation and ability to work as an effective team member. If response indicates difficulty in getting along with others, he's likely to be seriously limited in his selling effectiveness.</p>
<p>How Hard Did He Work? What sort of hours did he put in? How did he respond to added responsibility?</p>	<p>Determine his industriousness. If response indicates he did just enough to get by, he may lack drive or energy essential to superior performance.</p>
<p>Mr. Says His Earnings Were \$ When He Left You. Is This Correct? How much of this was salary? How much of it was paid in commissions? Who paid his expenses?</p>	<p>Determine if he accurately stated his earnings in application. If he has overstated earnings, he may have done so to give greater importance to his previous job than actually exists.</p>
<p>Why Did He Leave Your Company? What were your feelings toward him when he left?</p>	<p>Determine if he accurately stated reasons for leaving in application and during interview. If reasons do not check out, probe for real reasons. He may have been covering up a poor work record.</p>
<p>(Ask following questions when calling former customer of candidate). How Did He Compare With Other Salesmen Who Have Called On You? What impressed you most about his selling? What impressed you least?</p>	<p>Determine sales effectiveness. Lukewarm response may indicate that candidate has been limited in his ability to develop effective customer relationships.</p>

*DALLAS—cultural and
entertainment center of the Southwest—
points with pride:*

NEWS' AMUSEMENTS EDITOR JOHN ROSENFELD NAMED YEAR'S TOP CRITIC BY SCREEN DIRECTORS GUILD!



TO THE NEWS' John Rosenfield belongs large credit that Dallas is the cultural and entertainment center of the Southwest. To Dallasites and North Texans his reviews and opinions have long been the consulted authority on movies, drama, concerts, night clubs, opera and art. To them he is "Mr. Culture".

THE immense influence of The News in Texas is largely attributable to such staffers as Mr. Rosenfield in all departments of The News.

It is an influence that conveys stature and believability to its advertising columns. Add to this The News' 20% larger circulation through a more selective, higher quality coverage of Dallas and the surrounding market and you will understand why The News is the dominant selling force in North Texas.

ONLY THE DALLAS NEWS
COVERS THE
BIGGER DALLAS MARKET

The Dallas Morning News

Member, Metro Sunday Comics Network

CRESMER & WOODWARD, INC., National Representative • New York • Chicago • Detroit • Los Angeles • San Francisco • Atlanta

MARCH 15, 1957

131

Retailers on the Warpath

- They want to sell merchandise—not bigger price tags.
- They want improved products to justify higher prices.
- They challenge suppliers to find cost savings and pass them on to consumers.

BY T. H. McCLURE
McClure Associates

Dealers everywhere are squawking about higher prices and the resulting buying resistance on the part of the consumer.

When they try to tell their suppliers what increased retail prices are doing to their businesses—and to their profits—they are getting what many of them regard as unsatisfactory answers:

"Can't do anything about it. Costs are going up you know."

"We're just passing on our own increases and, anyway, the customers must have the item."

"Don't worry about it, the consumer expects to pay more. He's making more."

All of which gives the dealer little comfort.

These facts and attitudes emerge from reports from 2,000 independent store owners and managers of chain store branches. These men are preponderantly discouraged about the sales outlook for this year.

Looking back at '56 this is the consensus of their appraisal:

1. Sales increases, about 3% in dollars, just about equaled price increases. Business is standing still so far as unit sales are concerned.

2. Increased selling area has not produced comparable increase in volume. Sales per square foot of counter space are down.

3. Operating costs have gone up.

4. Profits have gone down.

This picture is reflected in current reports and there is undoubtedly a relation between it and the present level of stock quotations of practically all of the larger retail groups—at or near their lows for the period since Jan. 1, 1956. Evidently, even the stockholders are not happy about 1957.

Retailers insist the resistance to rising prices is very real. Sales sta-

tistics bear this out. And these retailers want the producer to do something about it.

Some of the questions the retailer asks:

Why raise prices? What's happened to our boasted American reputation for production ingenuity? Are you really making an effort to cut costs?

Is a mammoth, outsize advertising appropriation the only tool you can think of to develop sales?

Do you have to cover up a 5% increase in costs with a 20% jump in list prices?

The retailer is challenging the manufacturer to hold the line on prices. This challenge is to the production department as well as to the

sales department. He says that in his opinion the increases are often owing to lazy engineering, plus disproportionate overhead, and that 90% of our consumer goods price rises can be avoided by a little smart thinking in the planning stage.

Several chain buyers, reporting independently, suggest that the manufacturer finds it easier to pass on increases in packaging costs, or labor, or of a part or an ingredient, than to work out new packaging ideas, better production methods or new formulas. They feel that the sales department hides behind the fact that it is easier to raise list prices than it is to dispute factory findings and possibly get into a hassle with the executive end or the man who runs the plant.

Some think that even when the factory does work out a plan to lower costs, it is the accepted procedure to add the new profit to the corporate showing rather than to reduce prices.

One man asks, "Where would Henry Ford have been?"

Caught between rising prices from the manufacturer and increasing resistance on the part of his customers, and harassed by his own increased operating costs, the retailer is anxiously looking for a formula which will reduce the pressure.

He can:

1. Pass along the increased costs by raising prices.

2. Cut his operating costs and ab-



"Oh, I keep my samples in there, but I prefer working outdoors!"

HE'S PLANNING A NEW
CATALOG IN THE DARK.
HE DOESN'T KNOW ABOUT THE
CATALOG COVER SELECTOR



NATIONAL BLANK BOOK COMPANY

Holyoke, Mass.

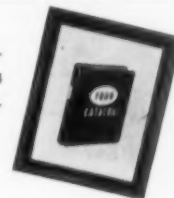


YOUR NATIONAL STATIONER can save you a load of work and headaches when it comes to planning your new catalog or sales manual. How? By showing you what your catalog can look like physically *before you spend a dime*. The Catalog Cover Selector shows you much more than just covers or binding materials. It shows a wide choice of color stampings, stock mechanisms, embossing effects, indexes — the whole works!

After you have made your decision as to what combination of components you want — you have something *tangible* to show others in your organization — still without spending a penny.

Why plan in the dark? Do it the easy way — call your National Blank Book Stationer today and tell him to bring up the National Catalog Cover Selector*. There's no obligation.

* or write us at Holyoke for 4-colored folder about National's custom designed catalog covers.



sorb the increase.

He's tried No. 1 and run into buyer resistance. One type of retail outlet has tried No. 2 with fair success—the discount house. This is a fantastic possibility but one which the manufacturer should bear in mind.

And so the retailer appeals to the producer.

Practically all of the reporting dealers as well as many of our producer friends agree that the answer to the present marketing problem lies in the production and planning departments. The production man who insists on passing along his increased costs rather than making an all-out effort to lick them and the sales manager who thinks there is no limit to what the consuming public will pay are both going out of fashion. One big chain buyer says that he is getting tired of hearing how much a company is putting into television, or magazines, or newspapers, or premiums. What he wants to know is what are they doing to improve a product, or to reduce costs of an item, or to develop new numbers?

The retailer wants to make money. He is not averse to selling products in a higher bracket. He, too, would rather sell a five-dollar item than a

four-dollar item. But the retailer knows something the manufacturer may be overlooking: the consumer, his customer, has a definite idea of the value of a dollar.

The retailer knows that his customer does not want to pay \$1 for an item that he has been buying for 89 cents and which, in the customer's mind, is still worth only 89 cents. But the retailer also knows that if he can offer an improved version of that 89-cent item, something which makes it worth 30 cents more, and that he can do so for \$1.19, he has a sale.

Dealer opinion sums up like this: The 1957 Opportunity lies in the direction of better values. This does not necessarily mean lower prices, although it could. It may mean higher prices but it will be handled on a basis which gives the consumer the feeling that he is getting his money's worth.

Adding a few cents to the price of an old and unchanged product raises a question in the consumer's mind—starts resistance.

Adding a few cents and delivering a better product can be understood and that is the big opportunity for 1957.

The manufacturer will still have to

sell his product but an improved product will be more easily sold. It should require a lower selling percentage. A manufacturer should be able to allot more to the engineering of his product and as a result will be building a sounder business. He will not need to go hog wild on his selling and promotion expenses.

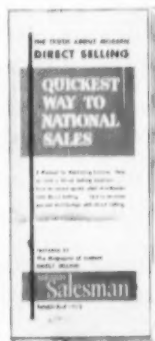
Increasing the advertising, raising bonuses, giving special discounts (talking louder is the best way to describe this) may push sales up temporarily but only until competition does the same. It doesn't really take brains to do that, only money. There are times when the same money invested in research and engineering will show a better return.

Manufacturers and retailers together have an obligation to bring better and better values to the consumer as their part in a constantly expanding economy. This must go on indefinitely.

This is a spiral but it is a healthy spiral. We must have more and more for our money rather than more and more for our products. The retailers of the country will buy this type of spiral, consumers will buy it, and it's up to the manufacturers to get it going.

The End

this
authoritative
FREE BOOK
will tell you if
**DIRECT
SELLING**
is for you:



Should your company venture into the Direct Selling field? A mighty important question to ask yourself, Mr. Sales Manager. And, if you're interested in a direct, honest, cards-on-the-table answer, it will pay you to read "The Truth About Modern Direct Selling" today's most authoritative text on modern Direct Selling. Here's the book that answers all your questions about this big, versatile \$9 billion Direct Selling field. You'll discover the real "reasons why" behind Direct Selling methods, basic costs, volume to be expected, rate of profit, how successfully Direct Selling accomplishes your objectives.

This amazing tell-all book is yours FREE by simply requesting it on your business letterhead. Write today to: SPECIALTY SALESMAN, The Magazine of Modern Direct Selling, 812-C, 307 N. Michigan Ave., Chicago 1, Ill.




"The company transfers my husband so often that if he should die I wouldn't know where to find six pallbearers."

TOLEDO is the key to the sea

Ninth largest port in the U. S., Toledo is the center of a billion-dollar market *now*—and will grow as the St. Lawrence Seaway grows. Start *now*—to cultivate this great market.



And **TOLEDO'S NEWSPAPERS** are the key  to this great and growing market on the St. Lawrence Seaway. There are no duplicate keys.

Ask us for **THE BIG PLUS**—i.e., marketing assistance as only newspapers can give it.

TOLEDO BLADE Daily and Sunday. **TOLEDO TIMES** Morning

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

MARCH 15, 1957

135

Braniff's "Conquistadors" Get Set to Sell a Jet Age

"Service selling" keeps Braniff in fight against transport giants. With current profits \$1.9 million on \$52 million sales, this 16,000 mile international system is spending \$83 million for planes and equipment to fill tomorrow.



For the airlines the costs of the Jet Age will come high.

On the bigger, faster and far more expensive planes they must find ways to sell, every day, a lot more passenger space. The smaller lines which, to compete, also must offer turboprops or jets, will find themselves in a 600-mph race for survival.

On \$52 million operating revenue in 1956, Braniff Airways, Inc., Dallas, earned \$1.9 million.

Yet to meet the Jet Age Braniff has committed itself to \$83 million of new equipment.

If 29-year-old Braniff can sell and save and earn enough to meet such costs, the chief beneficiary will be Senator William A. Blakley, the largest of the more than 6000 stockholders. (See box on page 138.)

The job itself will be directed by a mild-mannered ex-sales manager, Charles Edmund (Chuck) Beard.

While the company's sales in 1956 increased only 11% from 1955, the quota for this year with available seat miles upped 20% by new equipment, has been boosted 21% to \$63 million. After that the gains would be more gradual. Between 1956 and 1961, "with full use of all now-owned and now-committed equipment," he says "seat miles would climb 131%, from 1.3 billion to about 3 billion."

Two-thirds of Braniff's present fleet of 70 "Conquistador" planes are twin-engine DC-3s and Convair 340s, with 21 to 44 seats each. Five Convair 440's have been added. The seven new DC-7Cs or "El

Dorados" seat 62. But the forthcoming nine Lockheed Electra turboprops will take care of 66 to 91 each and the five Boeing 707 jets 118 each.

The jet 707s will not appear until the first half of 1960, at least six months after American Airlines first offers them on June 15, 1959. The turboprops will be delivered between third quarter 1959 and early 1960. As compared with 359 mph. on the Douglas DC-7Cs or El Dorados, the Electras will cruise at 400 and the 707s at 600.

Chuck Beard started off like a rocket. For 1954 he was able to show a record net of \$3.7 million. Nearly half of this, however, came from profit from sale of equipment, and some of the rest from airmail subsidies. Since then Braniff has had to



EL DORADO: Braniff puts DC-7c, called El Dorados, on its new New York-Texas route, and offers "silver service"

to compete with American and Delta. But with tomorrow's jet equipment it will have to sell several times as fast.

what an ad man should know about
BALANCE

in a product news publication



Get a new insight into how you can benefit by the right *balance* in coverage of plants and job functions, editorial content, and percentage of sales leads converted into actual orders.

Write today for a copy of this new
booklet that gives you
full information

BPA

NBP

NEW EQUIPMENT DIGEST

A **PENTON**

PUBLICATION • PENTON BLDG., CLEVELAND 13, OHIO

over 80,000 copies in 43,000 plants



do without government grants.

How well it is *starting to do so* may be suggested by the fact that, to meet the El Dorados, big American Airlines (with five and a half times Braniff's total operating revenue) has just launched "Mercury for luxury" nonstop service in DC-7s between New York and Dallas.

At Braniff Rex K. Brack, vice-president for traffic and sales, also supervises passenger service. He believes that service and selling can do a lot to compensate for lack of size: "We do anything for people that's moral and legal . . . We're still the only airline that makes hotel reservations for passengers. We not only make them but confirm them back."

On El Dorado Flight 6 from Dallas to Newark I first encountered celestial "silver service."



SILVER SERVICE: Music aloft, choice of filet mignon or lobster newburg, red or white wine. It's Braniff service.

The plane was filled with music. In effect we were borne on the wings of song, and a strong tail wind, o'er the 1,368 miles. A hostess gave me, in Dallas, that morning's *New York Times* and a carnation for my lapel. Then she produced a writing folder with my name already on the stationery.

The menu offered a choice of filet mignon or lobster newburg, and red or white wine (with refills.) It arrived on a silver tray, with a tablecloth and linen napkin. For dessert, I pondered between pastries and cheeses, while a hostess (not *stewardess* with Braniff) poured coffee from a silver pot.

Whether the million and a half others who fly Braniff annually get similar treatment, I wouldn't know.

Chuck Beard intends to sell the seats on all the new planes and

Senator Blakley Rides High on Braniff



Newspapers have made much of a situation in which an appointed "Eisenhower Democrat" from Texas holds the balance of power in the U. S. Senate, until his successor is duly elected.

Otherwise, there's been little to report on William A. Blakley.

The *New York Times* quoted the senior senator from Texas, Lyndon B. Johnson, to the effect that Blakley's "widespread popularity" across that state was "owed to the fact that he has never participated in Texas politics."

But even in his own Dallas, Blakley has been largely unknown.

The P.R. Department of Braniff Airways, Inc. (in which Blakley is a director, Executive Committee chairman and largest shareowner) tells the Senator's life story in 83 words. Half of these list partnership in a law firm, board chairmanship of two insurance companies (which Blakley owns outright), and presidency of Braniff Foundation.

At the Airways hq. on Love Field, where Founder Braniff's portrait greets one at every turn, likenesses of Investor Blakley are rare. But while counseling Braniff, the man and the company, the quiet Blakley has made vastly more money than either.

Braniff's president, Charles E. (Chuck) Beard, refused to participate in a guess as to Blakley's wealth. But a partial inventory shows him to be the sole owner of a new \$125 million, 120-acre Exchange Park business center, now rising in northwest Dallas. This will embrace a 14-story building to house the Blakely-owned Exchange Bank and Trust Co., a headquarters building for the Blakley insurance companies, a major department store and 150 retail shops, a medical research center, a 1,000-room hotel, and a new 10 story building, four floors of which will house the world hq. of Braniff Airways.

When fully built in 1961, this "city of tomorrow" will be filled by 25,000 people, not counting the hotel guests. The bank building is now nearing completion and Braniff's would be opened next fall. The structures are designed so that the hard-hitting Texas sun will miss their windows from March to November. Even the 60 foot concourses between them will be air-conditioned. In drought-dried Texas, Exchange Park has dug down 1,600 feet to tap 250 gallons of water a minute, partly for an automatic sprinkler system for flowers and 1,000 trees.

Slender, dark, bow-tied, 58-year-old Blakley followed the oil boom from Oklahoma to a bank job in Ranger, Texas. He became a CPA and a tax attorney, and found gold for himself in California real estate and Texas and Oklahoma oil. Among other properties he owns a 1,200-acre farm north of Dallas, a 165,000 acre ranch in West Texas, and 85,000 acres in New Mexico.

In the last two years Braniff Airways has issued 1,565,000 new shares as a means of starting payments on the \$83,000,000 to which it is committed for tomorrow's turboprop and jet transport planes. William A. Blakley agreed beforehand to buy any and all of the two issues which Braniff's 6,000 other shareowners might not take. As it happened, both were oversubscribed. But Blakley has been buying more heavily into Braniff. The junior senator, pro tempore, from Texas intends to ride higher!



the Oregonian

**REACHES
MORE
WOMEN!**

**...with
circulation
LEADERSHIP**

49,361

**TOTAL DAILY
CIRCULATION LEAD
OVER 2ND PAPER**

**City Zone Lead — 10,110
City & RTZ Lead — 18,258**

**...with
advertising
LEADERSHIP**

8,196,713

LINES

**TOTAL ADVERTISING LEAD
OVER 2ND PAPER
Year: 1956**

**Retail Lead — 2,607,104
General Lead — 1,568,879
Classified Lead — 4,020,730**

SOURCES: ABC Publishers' Statements for 6 months ending September 30, 1956; Media Records total advertising, less legal, AW, TW and comics, 1956; Annual Report, Portland, 1956.

Largest Circulation in the Pacific Northwest

**230,850 Daily
295,527 Sunday**

the Oregonian

Portland, Oregon

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

Who'll Have the Answer in Your Sales Meeting?

You are meeting to solve a pressing sales problem . . . Someone suggests a sales incentive program . . . But how do you go about it?

You reach into your briefcase for the Belnap & Thompson Incentive Planning Kit . . . 30 years of experience are at your fingertips . . . You guide the discussion . . . Step by step . . . From planning, through kick-off meeting, to the last follow-up mailings . . .

The Kit has everything you need to know to launch a program *f-a-s-t*—within a week if necessary . . . Send for your copy today . . . Free to corporate officers, sales managers and assistant sales managers . . . \$5 to others . . . Just clip this ad to your letterhead and mail to . . .

Belnap & Thompson, Inc.

106 S. Wabash Ave. • Chicago 3, Ill.
State 2-6181



routes to keep 4,600 employees, 6,000 shareowners and the bondholders happy.

For three decades he has been selling "space" across the wide blue yonder. With the newly-organized Chicago Air Traffic Association in 1929, he managed the first consolidated air ticket office, which became a training school for many executives. In 1935 he became Braniff's general traffic manager, and in 1937 vice-president for all traffic, sales and advertising. In 1947 he was made executive vice-president.

As president Beard emphasizes committee guidance with departmental responsibility. The three key groups are



Rex Brack, v-p traffic and sales

the Executive Committee of the Board, headed by Blakley; the Management Advisory Council, headed by Beard, and the Budget Committee, by Miller.

Six vice-presidents report through Miller to Beard. The president calls the "three main department" Operations, Finance and Traffic and Sales. The other departments are "services" for the company as a whole: Public Relations (Walter M. Henshel); Industrial Relations (Malcolm Harrison), and Purchases and Stores (Horace Bolding.)

Under Rex Brack are sections on passenger service, traffic administration, traffic direction and R. H. Burck Jr., general traffic and sales manager.

While Latin American operations are supervised by managers in those countries, who report direct to Miller and Beard, Brack and Burck coordinate the work of six sales managers and 24 salesmen in those countries. In the USA, directly under Burck,

ILLINOIS'
2nd BIG MARKET
PIMITEQUI*

* Old Indian word for Peoria
area meaning "land of plenty."

Only Chicago tops Metropolitan Peoria's—

- 284,800 population
- \$516,870,000 consumer spendable income
- \$386,231,000 total retail sales

(BRDS est., 7/1/56)

And only the Peoria Journal Star gives you

- 98% daily circulation ratio-to-homes (metro. area)
- 100,000-plus circulation (to 13 counties)
- low-premium R.O.P. full color 7 days a week, electric-eye controlled.



Peoria Journal Star

affiliated with WTVH Ward-Griffith Co., National Reps.



first in the nation
in total food and grocery advertising *for the 8th straight year!*



Have you seen the 1956
"TOP TEN BRANDS" MIAMI HERALD STUDY?
A highly valuable personal interview
study in product preference—covers 1142
items in 26 classifications. For your free
copy, write The Miami HERALD, or
ask the man from
STORY, BROOKS & FINLEY INC.
National Representatives

In 1956 The Miami HERALD published 5,293,218 lines—leading the runner-up newspaper by a comfortable 640,000 margin.

The Miami Retail Trading Zone buys some \$360,000,000 worth of groceries a year—and The HERALD blankets this zooming market at one low cost. Many food advertisers use *only* The HERALD because they know that no newspaper in America is closer to the life of its community and readers. Recent survey shows 78% shop the pages of The HERALD before they shop the stores.

In Greater Miami The HERALD alone delivers 90% of the 2-paper audience.

are regional sales managers at Houston, Kansas City, Minneapolis-St. Paul and New York; 35 district sales managers, and 65 salesmen, and managers of such functions as agency and interline sales, tours, schedules and charters, cargo, and reservation handling.

Passengers provide seven-eighths of Braniff's revenue. Ninety per cent of the passengers travel on business, and 80% of them are Braniff repeaters. Airline profits are made primarily on long jumps between major markets. Braniff bemoans its route structure, which causes the average passenger to ride only 425 miles, for \$24, and which causes the company to lose money on 15 of its 54 domestic stations. (Beard would prefer Miami to Mandan, N. D., or Mitchell, S. D., and New Orleans to Norfolk, Neb.)

Potential High

In awarding Braniff the Dallas-New York route, via Tennessee and Washington, D. C., the Civil Aeronautics Board estimated that its "market potential in 1956 would exceed 694 million passenger miles," or \$37 million. Of this Braniff should get \$11 million additional revenue when a full pattern of service is achieved. Thus far Dallas-New York is served by only four flights daily, two of them making intermediate stops across Tennessee. The company's total sales increase last year from all sources was only a bit more than \$5 million.

Throughout the company committees function for all who direct the work of others. Budget-making, for example, starts at the bottom. The proposed budget of each unit is combined with others in a department, and the department head then submits it at the quarterly meeting of the Budget Committee.

Once a year, all departmental and sectional heads—one group at a time—fly off on inspection and on the spot familiarization trips to visit all Braniff's domestic stations and their people. Several times a year all Dallas employees assemble in a big hangar to hear reports from executives. Braniffites at all major stations listen in by telephone loud speaker hookup. Wire recordings are made for Latin American get-togethers.

At Dallas last October the annual sales conference featured panel discussions by Latin American managers and domestic regional sales managers, as well as talks by officers, sectional sales heads and by members of Potts-Woodbury advertising agency. Because, at Braniff, "sales are every-

one's business," total attendance, including station managers and operations people, came to 350.

Each summer the 270 domestic hostesses have their own "sales" meeting. "Star hostesses," picked by company officers, are cited. Outside speakers have included a "memory expert," Prof. Franklin K. Patterson of New York University; a teacher on public speaking from the Dale Carnegie Institute, and John Robert Powers, on poise and grooming.

Though hostesses take part in no sales competitions, some of them call on prospects, with salesmen. Now and then they help Sales to blanket all major prospects in a large city.

The \$63 million target for 1957, Rex Brack says, has been broken down into individual targets for every domestic and Latin American station. ("Down there," he adds, "our men also make 10 or 12 calls a day—and with similar results.")

For domestic sales Braniff seeks primarily young men with previous selling experience. They must pass aptitude tests, and they develop on a merit basis: "Get a raise or get out."



BROAD BAILIWICK: Braniff's president Charles E. (Chuck) Beard directs a system that reaches from North Dakota to the Argentine.

Green men start at \$400 a month. District managers and regional managers are paid "whatever they can earn."

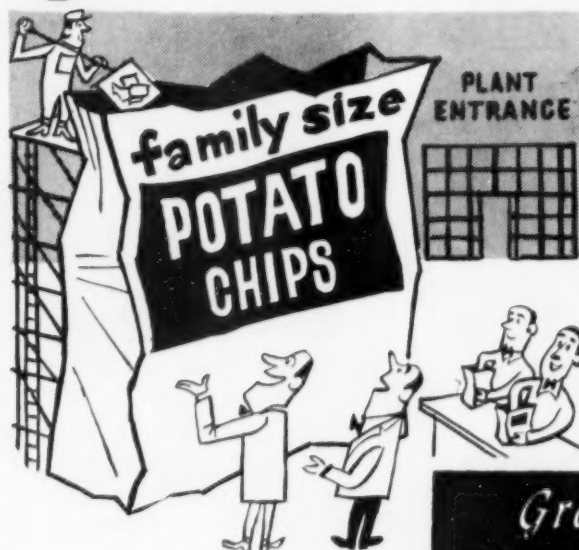
In 1955 President Beard's entire remuneration was \$60,000 and Executive V-P Miller's was \$39,000. All 18 directors and officers together got \$303,420.

Yet regional sales managers have stayed with Braniff 12 to 15 years, and district s.m.'s eight to 12 years. And Brack boasts that "over half of the sales people who leave us reapply."

Officers average two decades with Braniff and its components or predecessors. A relative newcomer, Brack joined as district sales manager in Kansas City in 1944, after a prosperous insurance career at Great Bend, Kan. He rose through regional manager to domestic and then entire-system traffic and sales manager, and was chosen for his present post in early 1954.

As chairman of the Advertising Committee, he is responsible for putting the most sales impact into a modest (for air transport) \$1.5 million budget. "Some lines," he explains, "spend \$35 in advertising for every

"This is the size we use for the Growing Greensboro Market!"

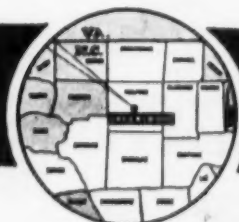


Crunch your way through North Carolina's most tasty market via the News and Record. Circulation's over 100,000—and each copy averages 4-part readership. There are 4.3 million consumers in North Carolina—and a healthy one-sixth of them live in our 12 county ABC Trading Area. They account for a fifth of the state's \$3 billion annual retail sales. Reach them in the Greensboro News and Record.

Only medium with dominant coverage in the Greensboro 12 County ABC Market and selling influence in over half of North Carolina!

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.



Sales Management Figures

A New Selling Service Designed to Reach the Pipe Line Market...

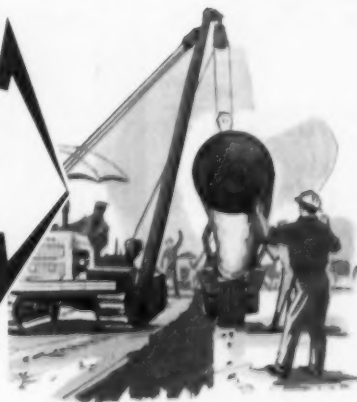
The specialized pipe line industry, which invests \$1 billion a year in capital expenditures and \$12 million a week on operations and maintenance, needs a composite reference source of buying information.

Survey returns from 1,325 pipe line men in 312 companies indicated this need, with 97.5% stating they would welcome such a reference.

In response to this demand the first edition of the new PIPE LINE COMPOSITE CATALOG, with a minimum

distribution of 4,000 copies, will be issued in July by Gulf Publishing Company . . . backed by 40 years of specialized petroleum industry publishing experience, including a quarter of a century of compiling and distributing industrial catalogs.

Here's your chance to merchandise your pipe line equipment and service to the key men who buy and specify. Your present catalog can be bound into this composite file, or our Complete Service may be used.

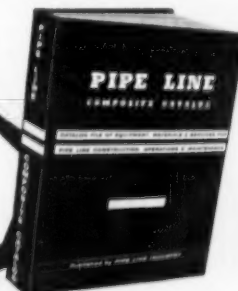


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A specialized Gulf Publishing Company Publication

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Ohio Oil Company Se- lects Lansing for State Administrative Office

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*Sales Management, 5/10/56

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"We selected Lansing as the center for our Michigan operations because it is the hub or center for all organizations in the state," Mr. Burke said.

"We also find it an ideal home community," he added, "and most of our people have already purchased new homes here."

Ohio oil marketing district is the major field marketing organization in the company.



J. W. Miller, executive v-p

\$1,000 of business. Ours runs \$23 to \$26."

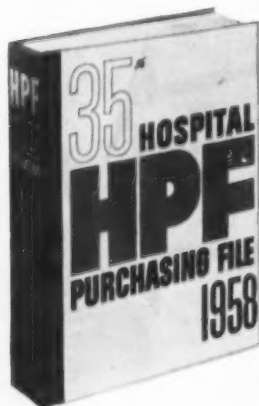
Despite the 21% higher sales target in 1957, to \$63 million, advertising has been increased only 8%. Nearly half of it goes for "literature," displays, timetables, etc., and only about \$800,000 for "commissionable" space and time. And \$200,000 of the total is spent in Latin America.

Meanwhile, the p.r. people are telling the Braniff "story" to all and sundry editors. These contacts range from city desks, financial and travel editors to sports, women's page and (for such things as the El Dorados' menu) food editors.

El Conquistador is very busy making friends for that big Tomorrow.

The End

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to buy



your catalog
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helps them
buy from you

Since 1919 hospitals have relied on HOSPITAL PURCHASING FILE for buying information on the several thousand items used in everyday operation and maintenance for which they now spend \$2.2 billion annually. Administrators, architects, consultants and purchasing officers use it also for basic data on the general and special equipment needed for hospital construction—a 1957 market of \$775 million. Your catalog filed in HOSPITAL PURCHASING FILE will help them buy from you. The 1958 (35th) Edition is now in preparation—catalog space reservations close July 1. Write now for market details and full information on why and how to file your catalog in HOSPITAL PURCHASING FILE.



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IT WON'T BE LONG NOW!

The brand preference and buying habit story of the St. Paul Market is coming SOON!



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**11TH ANNUAL
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Talk about spenders!

In the time it takes the hands of your watch to nudge ahead just one hour, the "let's-go-shoppin'" people in the St. Paul Market* go on a gigantic spending spree that puts more than \$64,000 into retail cash registers.

But the \$64,000 question is: How many of those dollars are spent for YOUR product? How does YOUR brand name rate with the 486,100 people in the St. Paul Market who spend more than \$596 million a year in retail sales?

Get your answer from the new 1957 St. Paul Dispatch-Pioneer Press Consumer Analysis Survey—an all-revealing study of the brand preferences and buying habits of the people who depend on the Dispatch-Pioneer Press as their buying guide. This wealth of eye-opening material will be available soon . . . so reserve your copy now! Contact your Ridder-Johns representative or write on your company letterhead to Consumer Analysis, Dept. D.

*Ramsey, Dakota and Washington Counties
Source: May 10, 1956 Sales Management
Survey of Buying Power.

ST. PAUL

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A RIDDER NEWSPAPER
PIONEER PRESS

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*delivery
opens the door*

What price customer goodwill?
Not high. Swift, reliable door-to-door
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frequent reorders... makes your
salesmen welcome the next time they call.
Slick rates are comparable with
surface... minimum charge is only \$1.00.
Build reorder sales along with goodwill...
by instructing your shipping department
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The People Who Buy the Food for This Kitchen Read CAPS.

And the People Who Buy the Food for This Kitchen Read CAPS . . . too.



You get all the Memphis market... when you put it in CAPS.

Each morning and each evening in the city of Memphis, the Mid-South's greatest sales organization—the delivery boys—make house to house calls with CAPS. The combined circulation of the Commercial Appeal and Memphis Press-Scimitar reaches practically 100%* of all Memphis homes.

To cover the South's first—the nation's tenth wholesale market, 95.8% of all national advertisers use both Memphis newspapers. Do you?

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Two Dailies and The South's Greatest Sunday Newspaper

Combined Daily Circulation 355,159—Sunday Commercial Appeal 263,384—(ABC Published Statistics March 31, 1956)

THE **C**OMMERCIAL **A**PPEAL ~ MEMPHIS **P**RESS-**S**CIMITAR

SCRIPPS-HOWARD NEWSPAPERS





TOOLS FOR LIFE... Your contributions to Care are enabling people like these to till the land, to feed themselves,

to know a simple dignity they've struggled to achieve. And American manufacturers made the tools you see here.

CARE Helps Business As Business Helps Others

One of Care's most successful overseas packages is its most expensive. It's a Singer sewing machine, hand-operated, and it sells for \$90. This isn't an isolated example of an American manufacturer whose product is being bought by Americans and destined for someone in need abroad—someone the American has never seen, probably never will see. And that Singer sewing machine points to a Biblical adage come true . . . the adage about scattering one's bread upon the waters. For through the famous postwar organization, Care, American manufacturers have a market for their wares that could never be reached otherwise.

What is Care? It's a joint organization of 24 accredited American service agencies. It's a non-profit, U. S. Government-approved agency for person-to-person international assistance. It is only as old as the war's end but within slightly more than a decade it has grown into one of the world's most famous names. And Care is, more and more, one of the

largest exporters of American merchandise . . . foodstuffs, medical supplies, tools of all kinds. Care buys wholesale, runs its own packing plant in Philadelphia; by agreement with each foreign government it is allowed to bring in Care gifts free.

We wondered what American products were going to Ceylon and Thailand, to West Germany and Israel, to Italy and Finland, to all the places in this troubled world where people need the tools to earn self-respect, the food to find strength for work, the medical supplies to bind up wounds. So we went to see Care in its busy New York offices, near the United Nations building. Despite the fact that no acoustical tiling covered ceilings and the noise level of the big, almost unpartitioned floor was disconcerting to an outsider, hundreds of busy people—order takers, linguists, purchasing agents, other personnel—were working as if oblivious to the plain, noisy surroundings. Care has no money to spend on fripperies or decoration.

For Care personnel must keep the necessities of life rolling into impoverished countries, to take up some of the economic slack that our federal government can't through direct aid. Today Care is sending such basics as Shoemaker Kits all over the world. And an American manufacturer, United Shoe Machinery Co., makes the kit which contains everything necessary—except leather—to produce good footwear.

An Agricultural Hand Tool Kit, one of the most basic of the Care packages, is made for Care by Union Fork and Hoe Co.

Stanley Tools makes the Woodworking Kits which enable carpenters to repair and build houses, furniture, the ubiquitous horse-drawn wooden carts found in the southern areas of Europe and in Asia.

And educational supplies, to push back illiteracy everywhere, are among the most welcome of Care packages. Such well-known American manufacturers as National Container Co., American Crayon Co. and International Paper Co. provide cartons and supplies that go into such packages.

It all adds up to Big Business. But what's more it adds up to the most rewarding of businesses—the business of doing good, of helping others.

The End

How many publications on your list can answer these 2 all-important questions?

1. How many plants they cover use your particular type of product?
2. How many readers in these plants influence the buying of your product?

MILL & FACTORY is one publication that can give you the answers to both these questions.

We believe that advertisers of industrial products are entitled to demand the same kind of "product warranty" on the publications they use that they give their own customers and prospects. MILL & FACTORY's Product Use and Reader Buying Influence Study was based on 5,641 responses—almost 10% of its present plant readership—far beyond the demands of a fair research sample. It tells how many MILL & FACTORY plants use products like yours and how many MILL & FACTORY readers influence their purchase. The study further shows by S.I.C. numbers the kinds of plants and occupational groups that participated. Extreme care was taken to ensure accuracy of the study by having it conducted and authenticated by the Ross-Federal Research Corporation. Opportunity for overstatement was carefully avoided—rather tending toward opportunity for understatement.

High Average Buying Influence.

In this respect it is interesting to note the consistently high average indication of buying influence among respondents, disclosed by the study. This, of course, is a direct result of the Franchise-Paid circulation method used by MILL & FACTORY. This method ensures that the publication go *only* to readers who have the power to initiate requisitions, to specify, to buy.

Here's How It Works.

MILL & FACTORY builds and maintains its circulation through 1,724 industrial salesmen who can personally identify and enter the subscriptions for the men they must sell...who personally cancel the subscriptions of those who no longer have the power to buy...not at the end of a subscription term of three, two, or even one year but with the very next issue of MILL & FACTORY.

These 1,724 salesmen are employed by 146 leading industrial distributor organizations. These salesmen identify and sell the men who must be sold on products like yours, whether you sell direct or through distributors.



Product
Use and
Reader
Buying
Influence
Study

For a copy of the study or further information on additional breakdowns in industry by S. I. C. numbers, on specific products, write, wire or phone your nearest MILL & FACTORY representative.

Mill & Factory reaches the men,
regardless of title,
your salesmen must see to sell.

Mill & Factory



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publication
205 East 42nd Street
New York 17, N. Y.

Do not confuse these things with communication itself . . . they are

THE MEDIA OF COMMUNICATION

Personal Writing

Communication through the medium of personal writing is the single most widely used medium of expression. Personal writing, of course, is reproduced through the creation of many devices.

Personal Discussion

There are few substitutes for a person-to-person talk.

Conferences

The conference has become the hallmark of big business, and the individual who can handle his other responsibilities and keep abreast of his conference schedule is a remarkable man indeed. Because so many people get into so many acts, the conference is the only possible medium for adequate communication. The word implies participation as opposed to the meeting or presentation.

Guided Conference

Here, individuals in a small gathering are encouraged to develop their own conclusions through free discussion. The conference leader carefully guides the discussion using flannel boards, vugraphs and other devices to set up discussion areas and to keep the flow of ideas on the track and in the perspective of the over-all topic.

Staff Meetings

Many managers have regular staff meetings to keep everyone tuned in on major policy and decisions and to generate ideas. Sometimes these staff meetings are open to other departments so that at least once a week or so they can get their problems and views on the table with the top people in the organization.

Presentations

The group presentation is gaining favor as a selling tool. Advantages—100% attention, everyone who has a hand in the decision is there, carefully devised organization and presentation of ideas, no interruption.

Restatement Conferences

"I must restate what you have said before I can answer or oppose your statement."

Brainstorming

Currently in vogue, brainstorming encourages unrestrained expression aimed at the solution of a problem or the achievement of an objective.

Reverse Brainstorming

Unrestrained negative expression "why it can't be done" frequently uncovers a positive, constructive approach.

Bulletin Boards

Sometimes get so cluttered with non-essentials they lose their significance. Should not be used for permanent notices but should attract attention daily because they carry spot announcements of interest to people who want to be kept abreast of what is going on (and who doesn't?).

Suggestion Systems

A means of upward communication that has paid off handsomely in some types of businesses. Still controversial, however.

Surveys

A carefully devised survey, honestly carried out and analyzed objectively is one of the best media of widespread upward communication.

Family Visit

Some companies go to the family to find out things about their business and the human relations values that exist on various levels of the corporate structure.

Organizational Charts

The organizational chart is a must when an organization achieves even a moderate degree of complexity. Everyone wants to know where he stands in relation to everyone else. When confusion exists as to status and function, efficiency is impaired.

Communication Failure in Management

(continued from page 31)

ing his 16 waking hours. Out of necessity he has become a scanner and a skimmer in his reading. He is aware of the cacophony that assails his ears, but he seldom listens. "He has ears but he hears not."

While he may not even be aware of it, a wall of protection has been thrown up by his weary and wary mind to filter in only things it considers essential or interesting. So, one reason for this communication block

is that today's businessman functions in a word-bedeveloped world, and if he tried to absorb more than a minute fraction of the daily outpouring, his mind would explode out of sheer incapacity to ingest. The mind communicating has to find ways to penetrate or find its words bouncing aimlessly around on the periphery.

Another block, of course, might be found inside the wall of protection. How well does the other fellow's

mind receive? How fast does it digest? One of our great failings in communication today is to be found in our naive belief that most people get things quickly. Generally, they don't—not even the smart ones. Even when he is trying to listen, the average person takes in only half of what he hears. Ideas, particularly new ideas, have to sink in, they have to be digested and that takes time and patience. Often our first communication is just a laying of the groundwork for follow-up effort.

Another thing. What does the other person *know*? Does he have

Neither should you think of these things as "communication" . . . they are

THE DEVICES OF COMMUNICATION

Letters

The quasi-personal letter, reproduced to simulate stenographic typing and the writer's personal signature, is growing in usage.

Bulletins

For frequent, regular, short and even graphic messages, the bulletin is increasingly being used in large organizations.

Publications

The house organ is the most widely used publication. Dealer and distributor publications are on the increase.

Newsletter

An economical way to keep an organization tuned in. Sent out at regular intervals in place of more expensive publications.

Brochures

Brochures and pamphlets are widely used to get messages across to consumers, dealers and distributors and are also being used in internal communications in large organizations where art, printing and distribution costs justify their existence.

Pictures

The simplest picture is sometimes worth 10,000 words.

Telephone

No questions are left unanswered when we use the 'phone, and it will usually cut in on any other form of communication going on at the moment.

Telegram

Encourages clarity and brevity. Commands immediate attention.

Charts

A legible chart with meaningful graphs and other symbolic interpretation is an absolute must when

complex information must be transmitted to a group.

Flannel Board

An excellent device for dramatic illustration, can be used to carry the entire presentation in topic outline and keep it on the track during detailed explanations and diversions from the main track.

Movies

The best of the "packaged" communication devices. You are sure of getting your story across in its best form and with the greatest appeal to the senses and the emotions . . . if it is well done.

Slides

Handy, economical visual presentation, especially when transparencies are used with modern machines like the vugraph where the speaker gets into the act on the screen. Sound slide continues to be an excellent "package" communication medium.

Recordings

Aside from sound slides, recordings on tape or record are finding increased usage. Record-a-quizzes are excellent in training, and you can put almost anything on tape.

Portfolios

The acetate envelope portfolio is a fine sales tool. Materials are preserved in frequent handling, and replacements are easily slipped in.

Closed Circuit T.V.

Getting more and more acceptance when the story has to be dramatically told to large and scattered groups.

Quizzes

Various types of quizzes are being used to make ideas sink in and they can easily be checked for results. There are many devices that encourage "communication through analysis" in the market places, today, too.

enough information to accept the ideas when they do get through? Words have no meaning out of context, and how often do we try to pound home an idea when the context is missing? I have seen well-equipped salesmen go through an entire presentation only to fall flat on their bewildered faces because they did not take time to investigate the buyer's ability to follow the flow of a particular thought. We get so wrapped up in our own ideas that we forget how we got them. We forget that other people may not have the same background of information, and that often goes for top

management too. Glen Frank has said we often overestimate the stock of information the other fellow has and underestimate his intelligence.

Feelings, too, can get between people and block communication; they can cancel out objective facts and figures. The logical content of a message is only a part of its meaning, and emotion plays a greater or lesser part in the communication process depending on the emotional maturity of the individual receiving the communication.

These blocks are very real and they confront us every day in management.

They may be encountered in our face-to-face contacts or the many indirect communications that power our complex business machinery.

Until his ideas get the attention of the right people, and the right people understand them, the ideas of the man seeking to communicate do not exist.

How do we communicate? Once the concept that all communication is the transfer of ideas from one mind to another has been accepted, the next step is to find out what the individual knows about the art of communication. Does he recognize the insulations that protect the other fellow's

mind? Does he know how to make his ideas penetrate the walls of ignorance, emotion, apathy and reluctance?

The construction of communication. Let's begin to explore this problem by breaking the communicatory process into its two main sections—"construction" and "vehicles."

Devices and Media

First, construction. If we seem to be placing undue emphasis here, then it is because we find entirely too much preoccupation with form at the expense of content. *Fortune's* W. H. Whyte, Jr., hit the nail on the head when he said that the greatest enemy of communication is the illusion of it. Personal discussion, presentations, conferences and staff meetings are not the "communication." They are the *media* of communication. (See page 150.) The charts, slide films, portfolios are not the communication. They are the *devices* of communication. (See page 151.) In external communication that goes, too, for the vehicles of advertising, promotion and training. A \$70,000 movie can be a fine vehicle technically but a colossal flop from the standpoint of having something worth-while to say, saying it well and generating active response. So let us not confuse the many forms of communication with substance, quality of thought, efficient transfer of meaning and effectiveness in getting people to do what we want them to do. In short, let's not confuse the *form* with the communication itself.

Function of words. The first thing to be considered under "construction" is the function of words. Mostly we think with words and we express our thoughts with words. Most of our communications are put together with words. A knowledge of word usage must be the starting point in the study of good communication. Perhaps the elemental and certainly the most important thing to be remembered here is that words have different meanings to different people. Consider the word "company," for example. People say the company made a mistake or the company gave me a raise. Many people are so thoroughly conditioned in their word-thinking that "the company" to them is an octopus-like mechanical entity instead of a responsible individual or group of individuals. Just think of the different things that "company" means to the many people who work for it, and the spread of that meaning between the man at the top and the men at the bottom!

In selling we encounter words like "quality," "proof," "guarantee," and

"terrific," words that are not the name of any object or the representation of a common denominator experience. These words are vitally necessary to our language, but in greater or lesser degree the thoughts they intend to express are the invention of one man's mind. These are the words that give us trouble when we use them to communicate.

So good communication must start with the acceptance of another fundamental. *A word is not a thing.* It cannot be wrapped in cellophane with its content always undisturbed. It has meaning only as a mind gives it meaning, the mind receiving the communication. To borrow from American Management Association's "Effective Communication on the Job,"* "words are words and things are things and they are related only as we ourselves relate them."

Steps of abstraction. A graphic device to illustrate extremes of word meaning is the "Steps of Abstraction."

Semantics a Problem

Each of the two minds involved in communication is likely to find different meaning in the same words. The farther we get from concrete words like "sterling silver," "fifty percent" and "97 octane" and the higher we go up the steps of abstraction to words like "guarantee," "quality," "satisfaction" and "terrific," the more difficult it is to get two minds together. The point is we must know how to go up and down the steps.

An error common to most salesmen is that their words seldom leave the higher levels of abstraction. They are not prepared to translate their utterances into concrete terms that hold fewer possibilities for differences of opinion. Some of us in more prosaic jobs err in the opposite direction—we hate to leave the lower levels of abstraction. We become so preoccupied with logic that we neglect to slip in the emotive expressions that give our concrete and factual words the warmth and direction they must have if they are to move human beings.

Semantics, which is little more than the study of word meaning, is a key expression in business communication today. The businessman who digs into Korzybski** will find it rough going

*Highly recommended for business communication study. American Management Association, 1515 Broadway, New York 36, N. Y.

**Alfred Korzybski, whose monumental work on General Semantics, *Science and Sanity* (Science Press Printing Co., Lancaster, Pa., 1933) covers a vast field of word meaning in the major sciences.

and not very rewarding. On the other hand, the easy-to-read books of Stuart Chase, Hugh Walpole and S. I. Hayakawa* are highly recommended as a solution to our day-by-day communication problems in and out of business.

We don't have to become semanticists to improve our word usage. But we do have to do some serious thinking about words if we are to keep ourselves from getting lost in the verbal jungles or, as James Thurber has said, to avoid "the psychic trauma caused by linguistic meaningless." In fact, he suggests a new genus of scientist—a "psychosemanticist"—one who will specialize in the havoc wrought by verbal artillery on the fortress of reason. The tragic history of the world today is a history of people who were fooled by the Hitlers, Stalins and Mussolinis into believing words which represented things that did not exist. Similarly, in the field of business, the most formidable bar to communication is a subtle and insidious one . . . our careless handling of words and their meaning.

But even the right words, good meaningful words, can fail to communicate. They have to be put together right and that brings us to the second part of construction—the development of ideas. Too much communication goes down the drain because it is poorly organized. This step of clarifying the idea in our own mind, of making a framework for our communication, is probably the most difficult part.

Poorly Written Letters

The simplest illustration of idea development is found in business letters. How many billions of man-hours are lost each year because letters don't say what their writers wanted them to say—letters that lose their readers time after time because they wander all over the lot. And when one poorly constructed letter, bulletin or directive goes to 500 or a thousand people, the waste is incalculable and pathetic.

Good thought development as a prerequisite to the construction of good communication takes practice. It demands that we lead the other fellow's mind from one idea to another until it is ready to accept a conclusion.

*Stuart Chase, *The Tyranny of Words and Power of Words*, Harcourt, Brace, New York, 1938. Hugh Walpole, *Semantics, The Nature of Words and Their Meanings*, W. W. Norton & Co., New York, 1941. S. I. Hayakawa, *Language in Thought and Action*, Harcourt, Brace, New York, 1941.

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• New York 36, N. Y.

When our communication is directed to a large number of individuals, an entire sales organization, for example, special care must be taken because we have no way of knowing how much the least informed knows about the subject of our communication or how efficiently his mind works. A commonplace error made by many communicators is in the construction of their communications in terms of their own contexts and mental capacities.

How do we teach this "construction of idea" phase of good communication to those who have not mastered it? Here is a step-by-step pattern for thought development which may be of help when the effort is at all complex.

First, write out the idea as well as you can in rough outline. This is the shape, the direction of your thought.

Let Subconscious Work

Then gather your facts. Write them down without any special arrangement just as they come in. Think hard about them and how they relate to what you want to say.

Now this may startle you. If the communication requires creative effort—a new approach, a new slant—then get away from it for awhile. Stop thinking about it consciously. Stacked away in the subconscious recesses of your mind are experiences, bits of knowledge, long forgotten studies—a warehouse of miscellaneous creative potential. New ideas are always combinations of old ideas. So the idea is to think with great intensity about something. Get away from it entirely for awhile. You will come back to find that your subconscious has given you a free ride toward your goal.

The next step is to make a detailed outline. Here we develop good thought progression. The mind that has to jump from one unrelated idea to another very soon gets lost along the way. How many times in your own everyday experience do you have to stop, go back and pick up the threads again because someone was careless in putting ideas together? Good communication leads the way, step by step, to acceptance of ideas. It guides people from what they already know to what we want them to know. The road can be wandering and tiresome or direct and stimulating. It all depends on the way thoughts are related. We must remember to play our main theme loud and clear so that it does not get lost along the road to comprehension.

Having established a good natural pattern, we may then gather our illustrations, examples and other verbal

clarifications. We make sure that our words are directed to the emotions as well as the mind. Then we write out the final draft of our text.

If we really want to know whether it's good or bad, we might put it on a tape or, better yet, try it out on someone qualified to understand it and who will give us a 100% objective opinion as to its worth.

Good thought progression is important in the construction of good communication and men like Rudolph Flesch* have made it easy to learn. The mind that must try to follow the development of our ideas through a morass of digression, irrelevancies or tedious supporting material soon gets lost. At the other extreme is the mind that gets bored. The mere reporting of a fact or the evidence of logic does not necessarily complete the function of communication. The road to comprehension is an *interesting* road, a *scenic* road and a road that frequently must lead to some ostensible benefit for the recipient. But the important thing to remember here is that ideas, to be understood, must hang together in a systematic way—a way the other fellow can follow.

Up to this point we have said little about the "substance" and the "content" of communication.

Devices Are Not "All"

There are many professionals in and out of business today who have mastered the techniques of "packaging" communication. Because of their deft manipulation of stage settings and props, we are carried away by the performance and forget to look beneath the wrappings for the thought inside.

That crafty charlatan, the old-time medicine man who used showmanship as a substitute for integrity and quality of product, has his counterpart in business today. I mean the professional master of gimmicks, gadgets and symbols, who has considerable success in making people believe he is getting something important across when in reality he is putting on an act designed to impress rather than instruct or inform.

He is also representative of the type that has impeded the use of visual aids by reputable speakers. He has helped spawn the vague feeling that to augment a talk with communication devices is not dignified and perhaps a shade dishonest. A goodly share of these medicine men of salesmanship have always been found in

*Rudolph Flesch, *The Art of Readable Writing*, Harper & Brothers, New York, 1949.

the field of marketing where the eager search for short cuts to sales efficiency opens the doors wide to false practitioners seeking a quick buck from the gullible . . . and it has to be a quick buck, too, because the charm soon wears off. The thing to be remembered is that vehicles and devices are important but they are not content. They only help us to express content.

The fact that there are many people who have nothing worth-while to say but say it well is mentioned here only in passing. True, an awareness of empty content, the employment of demagoguery and other pandering to the passions of people, violations of principles of decency, integrity and fair play are intrinsically a part of the study of communication. Ability quickly to spot phony content and to separate the informative from the window dressing is a prime qualification for the recipient of any communication. While empty and phony content is not one of the main objectives of this discussion, there is one aspect of content that certainly comes within the scope of this treatment.

Let's call this the psychological content of communication. I know that the word psychology has taken quite a beating in recent years and means many things to many people. But right now let's just think of it as an attempt to take a scientific view of human behavior. To put it even more simply, to utilize the things we have come to know about human nature so that we may more effectively influence our fellowman.

The great emphasis we find being placed on the psychological in communication is a natural development. Communication, as defined today, is an enterprise in human relations. It doesn't stop with the study of how to get through to people. It shows us how to move people, how to get action.

Must Understand Needs

After all, can we truly communicate with people unless we are sensitive to their needs, their feelings and their desires? Can we move them to appropriate action unless the content of our communication reveals an awareness of the things that "make Sammy run"? At the receiving end every communication is interpreted in terms of one man's personal feelings, his personal abilities, background and the context of his past.

Certainly this aspect of communication takes in a good segment of the function of management which, after all, is mostly a process of getting things done through people. All day



Another "Golden Egger" Coming Up

Another good season for you to *sell* Ohio farmers. But that's true all the time. Broad diversification holds income at a big, steady level right around the calendar. Each year finds Ohio among the nation's richest farm states.

And using THE OHIO FARMER is still the best way to reach this active farm market. Here's a paper read thoroughly by 4 out of 5 Ohio farm families. It's home-edited, devoted to their interests exclusively.

Put MICHIGAN FARMER and PENNSYLVANIA FARMER on your schedule, too, the preferred papers in states with similar farm income patterns. All 3 magazines are 4-color gravure printed. Saves you plate costs. Write 1010 Rockwell Avenue, Cleveland 14, Ohio, for details.



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long a manager gives orders, requests cooperation, seeks reliable information, handles grievances and inspires action. He talks to individuals, he writes letters, he telephones, he holds conferences. Boiling it all down, he spends most of his time trying to persuade people to do what he wants them to do.

What Do People Want?

A good manager must have a measure of psychological insight. He must be guided by his knowledge that people want to be well regarded by their associates, they want to "belong." They want security, job satisfaction and job opportunity. He must understand the powerful workings of the competitive urge, the art of constructive and acceptable criticism and the dollars-and-cents value of a no-cost pat on the back.

At this point we usually encounter the question, "Can this kind of psychological insight be taught to people in management and supervision or is it something they must be born with?" The answer to that is, no one is "born" with knowledge of any kind. Some readily pick up these things along the way without formal study. But to the majority they must be pointed out. These things *can* be taught and they *can* be learned and one need not be buried under a lot of psychological mumbo jumbo in the process. Heaven only knows management needs this kind of guidance. The psychological content is all too frequently disregarded in spoken or written communication. We give orders, we train and we inform. We promote and we sell with an intense preoccupation with what we want and with little thought implicit or expressed about what the recipient wants. Too often we take the hard way when we could take the easy way by utilizing the many simple psychological insights that are the standard equipment of successful motivation.

So here under the broad umbrella of "Communication" we find growing treatment of the most neglected and yet the most important function of management . . . "motivation." And that is all to the good. A new concept of how to get people to move is beginning to take hold in enlightened organizations. The "yours is not to reason why" sort of management is as obsolete as the straw boss and the tycoon. People need to understand a thing in order to accept it and support it, and only when the communication gives a clear picture of what is to be done and inspires the recipient to want to do it have we truly communicated. Effective motivation de-

pends on close and continuous communication. But it also depends on the kind of communication that makes people want to participate and produce.

What, in addition to improving his skills as a communicator, can a manager do to encourage better communication?

1. He can create a favorable climate.

Communication depends on the climate in which it must function, and it is usually a reflection of the attitude of the top man or the top group. But lip service is not enough. When attitudes and actions discount fine statements about "our enlightened policy on communication," little is achieved. Skill and freedom in communication must be encouraged by precept. Active leadership must sweep aside obstacles of habit, mental rigidity, laziness, fear and even mental dishonesty. The most persuasive communication about better communication is not what we say but what we do.

Keep Them Informed

A good climate is one in which employees are kept informed. People fear and mistrust things they don't understand. When they are not kept reasonably abreast of what is going on, they are inclined to resent, to belittle and to impede—usually not consciously. We can sometimes go overboard. There's a practical limit to the amount and type of information to be passed down the line at any level. But our big problem is found in the other direction . . . getting the kinds of things communicated that encourage cooperation and discourage the hostilities which spring from fear of the unknown.

A good climate is one in which participation is encouraged. People who feel that they are in on the planning make the best activators. Untold thousands of good ideas die on the threshold of management because employees feel that they may get their "ears knocked down" or that they may be ridiculed.

A good climate encourages honesty from below. It opens the door for the upward communication so vital to the intelligent decisions by the top man. Too much information is filtered and distorted before it gets to him because of the prestige he has manufactured for his position. Pipe lines are often plugged by people who want only to tell the boss what they want him to hear or what they think he wants to hear.

The morale of an organization and

its productivity are directly related to community of interest, and community of interest is an intrinsic part of the communication process. Creation of a good climate is not the entire answer, but it is one of the foundation stones of good management structure.

2. He can see that channels are open.

If we are to keep our heads above the rising flood, then communication must follow natural channels. It must flow between people in the simplest, most direct way practicable. . . . Note the word practicable.

That sounds simple enough, but why doesn't it work that way?

One reason is that there are too many people who insist that communication follow the formal channels of authority, the organizational pattern rather than channels of contact. They feel that any short cutting is in conflict with the line of authority. They feel a loss of control.

But the big reason is that most of us have yet to appreciate what organizational and functional changes have done to our processes of transmitting information. Small companies have become larger and more complex. Everybody is getting into everybody else's act. There are more conferences, more seminars and more bulletins than ever before. Organizational charts are expanding, changes are accelerating. The complexity of marketing, for instance—advertising, promotion, public relations, research, engineering, training and motivation, plus the additional requirements of delegation and control up and down the line — is close to overwhelming many of its practitioners.

Keep Channels Direct

The flow of information, therefore, must increase through the informal channels of contact. The man who needs information must get it directly from the man who has it unless there are good reasons to the contrary. This will cut delays, dilution and distortion as the communication passes through the several levels of authority.

3. He can periodically "meter" communication to see whether it is weak or strong.

Next we have to measure, to find out how much of our communication is getting through. Those of us who take the time to go down to the end of the line to find out what happens to our communications more often than not are shocked and disturbed. The amount of information and instruction, expensively and expertly devised, that filters down to where the job is being done is appallingly

The image shows a stack of seven IBM cards, each with a specific header and data fields. The cards are labeled CARD 1 through CARD 7 on the left margin. The data fields include STATE, COUNTY, CITY, and various statistical data points. The cards are stacked and slightly offset to show multiple layers.

Use them for fast, *Automatic* territory analysis

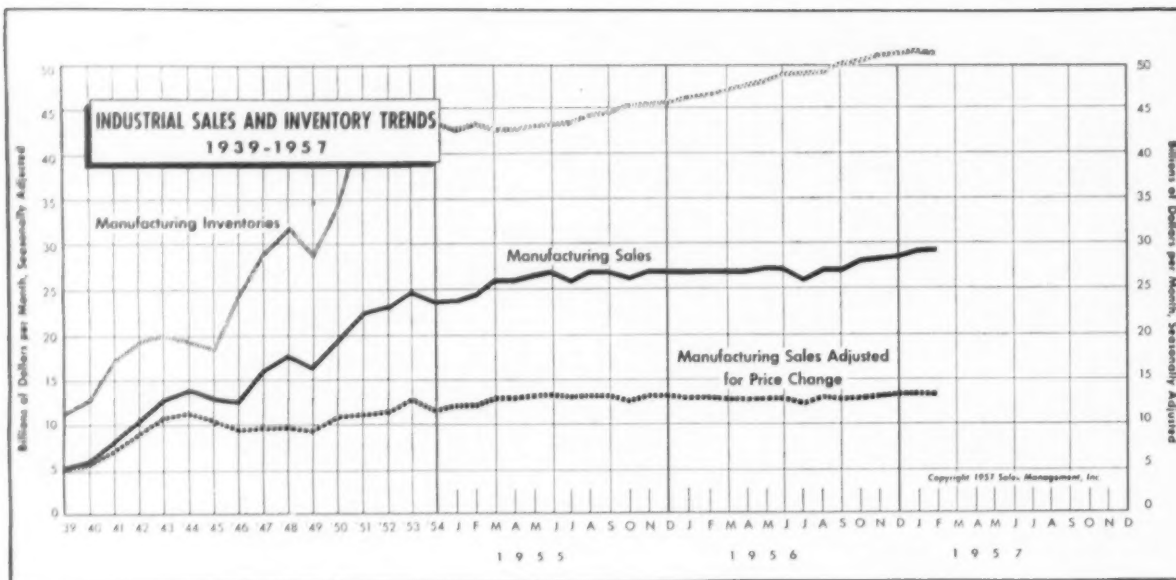
By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

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MARKET STATISTICS, INC.
RESEARCH CONSULTANTS TO SALES MANAGEMENT
 432 Fourth Ave., New York 16, N. Y. Mu-4-3559



INDUSTRIAL SHIPMENTS in February suffered a slight decline as the manufacturing boom showed definite signs of tapering off. Output of autos and appliances are

lagging in the face of somewhat disappointing sales performance, but auto shipments may still start climbing when the seasonal upsurge is felt in the spring months.

small. And yet we wonder why our plans don't click, why our people don't produce. All too often they just don't understand the what, why, when, how and where.

Unless we have "feedback," unless we make the effort to find out how much of our communication is hitting its mark and making an impression, we are remiss in one avenue of management responsibility.

The college professor communicates all week, then gives a quiz to find

out how much of it got through. Many of us communicate month on end without taking the trouble to dig around at the several levels to see what has happened to our ideas in transmission.

Good communication is not an accident but a science. It is not the province of a gifted few but something anyone can learn and should continue to learn throughout his business career. Each of us may well ask ourselves what is being done in our

company to clarify thinking, to transfer ideas clearly, to motivate persuasively, to secure greater cooperation and participation, to obtain a sound evaluation of what is going on. "In no area of our maturing," says Harry Overstreet, "is arrested development more common than in the area of communication." [In fact] "it is so common that it is not even noticed; it is taken for granted as natural."

The End

How HIGH TENSION And These Ailments Make Each Other Worse:



It is now well known how often strains of modern living lead to serious gastro-intestinal disorders, from stomach ailments to colitis, constipation, and hemorrhoids. Equally important is the way these bodily ailments aggravate nervous tension and catch victims up in a "vicious circle." Now a world-famous clinic tells its methods for helping patients correct the bodily ailments and relieve some serious causes of "tension troubles." This book may be vital to you. If you are suffering from this common combination of nerve strain and gastro-intestinal troubles, write for yours—address McCleary Clinic and Hospital, 359 Elms Blvd., Excelsior Springs 6, Mo.

Exceptional permanent opportunity for mature, experienced sales manager with proven executive ability. Must be able to direct rapidly expanding national sales organization of long-established commercial refrigerator manufacturer (one of the leaders in its field) with distributors in all major cities. Previous experience with wholesale foods, provisioning or food equipment helpful. Your reply held in strictest confidence. Call or write Julius Brinkoeter, ED FRIEDRICH INC., Box 1540, San Antonio, Texas.

WANTED FIELD SUPERVISOR OF SALES

to travel midwest states. Experienced man about 45, will work with district managers promoting sales of steel kitchens. Send full resume. Answers handled in confidence. Box 3339.

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Philip L. Patterson

Asst. to Sales Director

Caroline Cioffi

ADV. SERVICE MANAGER

Madeleine Singleton

PRODUCTION MANAGER

Patricia Simon

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New York—Randy Brown, Jr., Eastern Sales Manager; W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, 386 Fourth Ave., New York 16, N. Y. LEXington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., STeAtE 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., WOODland 2-3612.

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THE SCRATCH PAD

By T. Harry Thompson



A sunshine-thought in the middle of the North's meanest month: "A man can make only one great discovery, namely, that there are other persons in the world besides himself."
—G. K. Chesterton.

•
CATAPLEPSY: Still life.

•
American Can Company has a good label for the system under which 170 millions of us live and labor: *People's Capitalism*.

•
This may have been addressed to hep-cats: "Chevy puts the *purr* in performance!"

•
Rhythm-section: "Whistle-Bait with a Wondrous Gait."—Buick.

•
Sudden thought while in the automotive division: When you slur "Forward Look," it sounds like "Ford Look."

•
They tell me *The New York Times* set a new, all-time high for advertising in New York papers with a total of 54-million lines plus . . . the 38th year in a row for such leadership.

"Morning Prayer" found tacked up in an Oldsmobile service-shop: "May the good Lord give me strength to keep my big mouth shut until I know what I am talking about and why. Amen."

•
Some kind soul sent me this stopper by Hartford's Allen Manufacturing Company: "We're putting our *knows* in your business." Allen specializes in socket-screws.

•
We have Drano for clogged drains. There ought to be a Brano for clogged brains.

•
Quoteworthy: "Children should be seen and not hurt."

•
Robert Crew, of Flourtown, Pa., is a medical man and not a surgeon. He'd get pretty tired of cracks about Crew-cuts.

•
I could be wrong, but I think the Goodyear Tire copy-writer is optimistic if he expects readers to remember phrases like "Custom Super-Cushion," "Triple-Tempered 3-T Cord body," and "Twin-Grip Tread," all piled up in the same paragraph.

Psychology Is a Wonderful Thing Dep't: As a union copy-writer, I have looked with jaundiced eye at that blackboard-and-eraser demonstration of Dial Soap, showing how Dial washes away even skin-bacteria (which I didn't know people had). Nevertheless, I've watched that commercial so often, I don't feel completely clean with any soap but Dial, so the sponsor made his point . . . the purpose of all sales-ideas.

•
If you answer a little mail-order ad headed: "Make money writing short paragraphs!" you'll find it's a fellow trying to sell you a correspondence-course in writing.

•
Ernie Ford knows a high-minded song which goes: "Come out of the stable, Mother. You're too old to be horsing around."

•
The same hill-billy entertainer heard of an airedale which was awfully thin. It had all the air let out.

•
HATE: A prolonged form of suicide. —Schiller.

•
Judging by audience-reaction, high-brows and lowbrows alike laugh at the Henny Youngman type of humor: "He was a melancholy fellow. He had a head like a melon and a face like a collie."

•
Weather-note: The only March I like is a Sousa March!

In Behalf of Alliteration

There are educated people among us in advertising and selling who deplore and decry Apt Alliteration's Artful Aid. They say it is a writing trick and the implication is worse: A syntactic sin.

So what?

No one among us remembers who first said: "Cool as a cucumber," but the simile has stuck like a bug on a windshield. It wasn't "Cool as a snowball," you'll note, but "Cool as a cucumber" . . . as alliterative as they come.

In the same group of surviving phrases is "Talk of the town." Not "Chatter of the village" or "Gossip of the city," but "Talk of the town."

We may concede that alliteration, of itself, has some quality that makes a thing stick in the mind. In our specialized business of selling, getting a message to stick in the mind is our Target for Today.

Of course, like banana-splits and double Martinis, alliteration can be overdone. If it calls attention to *manner* rather than *matter*, then we should seek a substitute phrase.

I remember a copy-chief away back there who tore into a piece of my copy with a snarl: "Alliteration! That's what you do when you're *learning* to write!" It stung like a whip-lash at the moment, but it didn't convince.

In alliteration as in every other controversial matter, it pays to keep an open mind.

THE TIME READER*...as seen by

O'BRIAN



FAMILY MAN



HOBBYIST



SPORTSMAN



MAN OF AFFLUENCE



* TIME offers the biggest concentrated audience of best customers and influential people in the United States today. Nevertheless, W. O'Brien exaggerates. Not all TIME readers have airplanes writing their names in the sky.



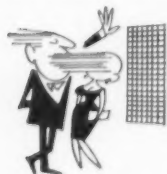


How to make hay when the sun shines in Chicago

Wilbur always wilted in hot weather.

As a small boy, he was first to shed his shoes and socks, first into the old swimming hole—first to turn the crank and last to lick the dasher of Grandma's ice cream freezer.

As Wilbur grew older, new-fangled gadgets replaced old-fashioned summer stand-bys. And Wilbur became president of Kalm Kool & Kollected, manufacturers of central air-conditioning equipment for factories and stores.



About a year ago, Wilbur's envious eyes strayed to a hot new prospect.

"Wouldn't it be peachy (besides being profitable)," mused he, "if our Kompany could cool off America at home as well as at work and play?"

The only difficulty was that Wilbur didn't want to slight his industrial business in order to cash in on the residential. Just then along came Joe, the trusty ad hound from the Chicago Tribune pack.

"Psst," whispered Joe, "I know a place where summer temperatures soar—and business and industry are sizzling. The natives there have money to burn and new \$50,000 split-level lean-tos are a dime a dozen."

"Sounds like heaven," sighed Wilbur.

"No," replied Joe, "just the hottest town this side—Chicago! And here are figures that prove just how hot it is:

"On the industrial side, there are 12,000 factories and 47,000 stores in Cook County alone—many needing new air conditioning; and a 10-12% increase in non-residential construction is estimated for the next 6 months. The residential picture shows over 150,000 new homes built in metropolitan Chicago from 1950-1954—and the average building permit valuations have increased 21% in the past 5 years. Chicagoans want *more* houses and *more* luxuries like central air conditioning. And they even have the cold cash to pay for them. 12% of metropolitan Chicago families earn over \$10,000 a year (compared to the national average of only 5%).

"Now I hesitate to mention names," continued Joe, "but I happen to know a newspaper that covers 81% of the metropolitan Chicago households earning over \$7,000. You should see how those people gobble up financial pages . . ."

So Wilbur used those financial pages to advertise his air-conditioning equipment. And this cool calculation really paid off! So much so that Wilbur will be back in the Tribune when the swelter season sets in again in Chicago.



Now maybe you sell afghans or aiguillettes instead of air conditioning. But if you want to sell more of them in Chicago, call on Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe's the one to give the facts to you.

Chicago Tribune

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